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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2012 to 30 June 2013

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2012 to 30 June 2013, which amounts to $644,389,800.

The budget provides for the deployment of 7,340 military contingent personnel; 1,351 United Nations police officers; 1,790 formed police personnel; 506 international staff, including 31 temporary positions; 1,394 national staff, including 107 temporary positions; 225 United Nations Volunteers, including 11 temporary positions; and 100 Government-provided personnel.

The total resource requirements for MINUSTAH for the financial period from 1 July 2012 to 30 June 2013 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	379 095.9	377 977.9	311 681.3	(66 296.6)	(17.5)
Civilian personnel	150 742.6	170 348.4	137 941.7	(32 406.7)	(19.0)
Operational costs	280 724.2	245 190.8	194 766.8	(50 424.0)	(20.6)
Gross requirements	**810 562.7**	**793 517.1**	**644 389.8**	**(149 127.3)**	**(18.8)**
Staff assessment income	16 699.0	18 070.0	12 624.0	(5 446.0)	(30.1)
Net requirements	**793 863.7**	**775 447.1**	**631 765.8**	**(143 681.3)**	**(18.5)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**810 562.7**	**793 517.1**	**644 389.8**	**(149 127.3)**	**(18.8)**

Human resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*[d]	*Total*
Executive direction and management									
Approved 2011/12	—	—	—	15	18	18	—	—	**51**
Proposed 2012/13	—	—	—	21	18	—	2	—	**41**
Components									
Democratic development and consolidation of State authority									
Approved 2011/12	—	—	—	78	120	47	48	—	**293**
Proposed 2012/13	—	—	—	74	123	3	37	—	**237**
Security, public order and development of the rule of law									
Approved 2011/12	8 940	1 351	2 940	46	55	50	42	100	**13 524**
Proposed 2012/13	7 340	1 351	1 790	48	56	18	32	100	**10 735**
Human rights									
Approved 2011/12	—	—	—	23	33	12	11	—	**79**
Proposed 2012/13	—	—	—	23	32	1	8	—	**64**
Humanitarian and development coordination									
Approved 2011/12	—	—	—	6	9	7	1	—	**23**
Proposed 2012/13	—	—	—	3	7	3	1	—	**14**
Support									
Approved 2011/12	—	—	—	307	1 052	304	175	—	**1 838**
Proposed 2012/13	—	—	—	306	1 051	113	145	—	**1 615**
Total									
Approved 2011/12	8 940	1 351	2 940	475	1 287	438	277	100	**15 808**
Proposed 2012/13	7 340	1 351	1 790	475	1 287	138	225	100	**12 706**
Net change	**(1 600)**	**—**	**(1 150)**	**—**	**—**	**(300)**	**(52)**	**—**	**(3 102)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Part of the police component as authorized by the Security Council.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1542 (2004). By its resolutions 1908 (2010) and 1927 (2010), the Council decided that MINUSTAH would consist of a military component of up to 8,940 troops of all ranks and a police component of up to 4,391 police, including 2,940 formed police personnel.

2. Pursuant to Security Council resolution 1944 (2010), a comprehensive assessment of the security environment was conducted in June 2011 following the national elections of November 2010 and March 2011, resulting in the transfer of power to a new President and the inauguration of a new legislature. On the basis of the assessment, the Secretary-General, in his report of 25 August 2011 (S/2011/540), recommended a partial reduction, by 1,600 troops and 1,150 formed police personnel, of the force strength authorized by the Council in resolutions 1908 (2010) and 1927 (2010) after the earthquake of January 2010. The Secretary-General also recommended the reconfiguration of the force and the withdrawal of infantry battalions from the lowest-risk areas of the country, namely, the four departments of Grande-Anse, Nippes, South and North-west. By its resolution 2012 (2011) of 14 October 2011, the Council decided that the overall force levels would consist of a military component of up to 7,340 troops of all ranks and a police component of up to 3,241 police, including 1,790 formed police personnel, and decided to extend the mandate of the Mission until 15 October 2012.

3. MINUSTAH is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti.

4. As part of this overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering key outputs, shown in the frameworks below. These frameworks are organized according to five components: democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support.

5. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in terms of number of personnel compared with the 2011/12 budget have been explained under the respective components.

6. The Mission is established in all 10 of Haiti's departments and maintains its headquarters in the capital, Port-au-Prince. Following the earthquake of 12 January 2010, the main headquarters was initially moved to the logistics base in the Port-au-Prince airport on an interim basis. However, this is currently considered to be a medium-term solution, given that there are no plans to relocate the logistics base from within the airport facilities. The Mission continues to provide support to

United Nations agencies, funds and programmes by providing office space within the logistics base. In addition, some of the administrative functions related to finance, procurement and human resources have been relocated to Santo Domingo as a medium-term solution. A strategic assessment and high-level functional review analysis of the Santo Domingo Support Office (formerly the Santo Domingo Liaison and Support Centre) was completed in February 2012. The objectives of the review were: (a) to clearly define a concept of operations for a back office serving a single mission; and (b) to map the processes in the various entities providing administrative services, to ensure cost-effective and operationally efficient delivery of services from a consolidated back-office location. The recommendations resulting from the analysis will be reviewed and used by MINUSTAH to improve its service delivery from the Support Office (see also paras. 20 and 108 below).

7. MINUSTAH has 10 regional offices, 1 in the principal city of each department: Port-au-Prince (West), Port-de-Paix (North-west), Cap-Haïtien (North), Fort-Liberté (North-east), Hinche (Centre), Gonaïves (Artibonite), Miragoâne (Nippes), Jacmel (South-east), Les Cayes (South) and Jérémie (Grande-Anse). The Mission also has a sub-office in Léogâne (West), which was established in 2010 to support United Nations relief and reconstruction operations at the epicentre of the earthquake, and 1 in Saint-Marc (Artibonite).

8. By the beginning of the 2012/13 period, the military component will be reconfigured and deployed in 21 locations in 6 departments (West, North, North-east, Centre, Artibonite and South-east), compared with its current deployment in 26 locations in 10 departments. Formed police units will be redeployed to have a permanent presence in the 4 departments from which troops will be withdrawn as well as in 4 other departments (West, North, Centre and Artibonite). The United Nations police component will continue to be deployed in all 10 departments, and the number of collocations of United Nations police with the Haitian National Police will be expanded from 28 to 58 stations and border crossing points throughout the country during the 2012/13 period. The four land border crossing points in Ouanaminthe, Belladère, Malpasse and Anse-à-Pitres will be maintained. For 2012/13, to allow for the collocation of United Nations police and more integrated training with the Haitian Coast Guard, the Mission will redeploy its military contingents and patrol boats to three maritime locations (Killick, Les Cayes and Cap-Haïtien), compared with its current presence in four locations (Fort-Liberté, Gonaïves, Port-Salut and Jacmel). Further adjustments to the force configuration during the 2012/13 period will be based on the overall security situation and the strengthening of the Haitian National Police and other State institutions.

B. Planning assumptions and mission support initiatives

9. Sixteen months after the 2010 earthquake that devastated its capital and other major cities, Haiti experienced the first transfer of power between two democratically elected Presidents from opposing political parties. While the overall security situation has remained stable since the earthquake, it is still susceptible to political instability. Considerable strides were made in 2011 in preserving the stabilization gains made in recent years, despite the challenging environment; as of January 2012, the population living in camps of displaced persons had dropped below 520,000 from a peak of 1.5 million immediately after the January 2010

earthquake, while the number of camps had fallen to fewer than 758 from more than 1,500 immediately after the earthquake. Recovery and reconstruction efforts moved forward, albeit slowly, and a cholera epidemic that had spread across the country late in 2010 was contained. State institutions, weakened by heavy human and material losses in the earthquake, continued their operations with increased international support. A newly elected Parliament began its work in temporary premises provided by MINUSTAH. The twenty-second promotion of the Haitian National Police graduated from the police school. Thirteen new legal aid offices had been fully established by the end of the 2010/11 period, with an additional six offices planned in the 2011/12 period. Training and infrastructure projects to strengthen the capacity of courts, prisons, customs and border controls, and to rehabilitate roads and earthquake-affected areas, were undertaken. MINUSTAH and the other United Nations organizations played a critical role in these efforts, which required increased coordination with a growing number of national and international players, including the Interim Haiti Recovery Commission.

10. While there has been steady improvement in security and humanitarian conditions since January 2010, Haiti continues to face a combination of post-disaster and stabilization challenges, including displacement, crime, armed gang violence, sexual and gender-based violence, illicit trafficking, widespread poverty and unemployment, food insecurity, high vulnerability to natural disasters, a dysfunctional justice system, fragile State institutions with a poor track record in democratic governance and human rights, and limited capacity to provide law enforcement and essential public services. A protracted crisis over the formation of a Government and the failure to adopt a constitutional reform in the middle of 2011 further exposed weaknesses in the political system and the State institutions, which remain a potential source of instability. Other reforms, to promote democratic governance and the rule of law, were stalled in the wake of the earthquake and during the four-month impasse between the inauguration of the new President and the appointment of a Prime Minister. Efforts to increase national capacity to protect human rights, support vulnerable groups and advocate for social and economic rights yielded mixed results.

11. Discussions between humanitarian organizations and the Government of Haiti for an eventual handover of the emergency cluster coordination system to local partners started in 2011. By the middle of 2012, with earthquake-response operations substantially reduced, MINUSTAH will be able to refocus its efforts on stability and institutional capacity-building, particularly in the areas of security, governance (including elections) and the rule of law, concentrating on the higher-risk areas of the country, including border areas, notably those affected by illicit trafficking. This shift in emphasis will allow MINUSTAH to abolish during the 2012/13 period a total of 352 temporary positions (2 D-1, 17 P-5, 29 P-4, 51 P-3, 5 P-2, 58 Field Service, 138 national staff and 52 United Nations Volunteer) established to meet the immediate needs of the Mission after the earthquake. The remaining 138 positions funded through general temporary assistance are proposed for continuation in the 2012/13 budget to support ongoing recovery activities, including in the Léogâne office, at the epicentre of the earthquake, and outstanding needs in the areas of police, corrections and political affairs. Entering a phase of transition, MINUSTAH will begin to initiate discussions with the Government, the United Nations country team and donors on the eventual handover of the Mission's tasks to Haitian institutions, based on established benchmarks and performance

indicators, starting in areas where the political and security environment is less volatile, such as the four departments (Grande-Anse, Nippes, North-west and South) from which the military component is set to complete its withdrawal during the first half of 2012. In order for MINUSTAH to eventually phase out its police and civilian presences in these and other stable departments, measures must be taken to ensure that Haitian institutions have sufficient capacity to take over tasks currently being performed by the Mission. In this regard, MINUSTAH will focus its operations on furthering institutional capacity for law enforcement, the administration of justice and public administration in these four departments. Moreover, as the Mission's presence is phased out in those departments with sustained security improvements, the United Nations country team, other development actors and the private sector must increase their activities in them.

12. In facilitating Haiti's transition to self-sustaining stability and development, two overarching challenges, requiring the collaborative efforts of MINUSTAH, the United Nations country team and other international partners, stand out: (a) linking institutional reforms with reconstruction efforts; and (b) reducing the country's excessive reliance on international assistance in order to perform core functions of the State, notably national security, elections, the management of prisons and public administration. Reconstruction efforts should be anchored in reforms that render Haitian State institutions — from line ministries, Parliament and central and local administrations to the police, the judiciary and the prisons — more capable, inclusive, transparent and accountable.

13. Given that the next presidential election is slated for 2015, significant progress needs to be made to enable Haiti's electoral authorities and the Haitian National Police to plan and conduct elections with minimal or no external support. Similarly, despite strides made in training and capacity-building in recent years, the Haitian National Police, the judiciary, the prison system and local administrations will continue to require international assistance in order to provide adequate security, essential public services and human rights protection to the majority of the population, even in departments considered to be more stable.

14. During the 2012/13 period, MINUSTAH will intensify its efforts to foster a basic political consensus around a national agenda for reconstruction and institutional reforms, in particular with regard to democratic governance, security and the rule of law. While the Mission's military and police components will continue to provide operational support to help maintain a secure and stable environment, its foremost priority in the area of security will be to help the Haitian National Police develop the capacities required to assume responsibility for security, starting in departments considered to be less volatile. The MINUSTAH police component will address institutional deficiencies in the areas identified in the revised Haitian National Police reform plan for 2012-2016, which include administration, human resources, logistics, budget and procurement. The vetting of national police personnel and efforts to increase the territorial coverage of the Haitian National Police, as well as its role in providing protection to vulnerable groups, in particular displaced persons, will also continue to be key priorities for the Mission.

15. The weakness of Haiti's rule-of-law institutions will continue to be a major obstacle to long-term stability and development. The Mission will continue to work with the Government, civil society and international partners to consolidate a rule-

of-law partnership aimed at strengthening the judiciary and the penal system, reforming the legal framework (including the criminal code) and supporting institutions of oversight and accountability (including the formation of the Superior Council of the Judiciary, the creation of a Judicial Inspectorate independent of the Ministry of Justice and Public Security, and increased operations of the Magistrates' School and the Office for the Protection of Citizens). Fighting impunity for human rights violations, reducing pretrial detention and improving prison conditions will be among the highest priorities of the Mission. MINUSTAH will also continue to assist the Government in addressing human rights violations, with particular regard to the rights of children, women and displaced persons. Reporting and advocacy on human rights will include a focus on economic and social rights.

16. Creating sustainable socio-economic opportunities, in particular for young people and women, remains a prerequisite for Haiti's long-term stability. Working in close coordination with the United Nations country and humanitarian teams, MINUSTAH will continue to play an important role in support of humanitarian and recovery efforts, including through the use of its military engineering assets. The Mission's engineering capabilities will be adjusted in response to the level of demand for engineering support from the Government, other United Nations organizations and partners, as well as the capacity of public and private actors to meet that demand.

17. While the 2012/13 period is expected to be less volatile than prior periods, the operating environment will likely continue to be affected by tensions between the executive and the legislature, weak State institutions, a slow pace of reconstruction and a lack of socio-economic opportunities, in particular for unemployed young people susceptible to involvement with gangs and crime. To address those challenges, the Mission will maintain community-violence reduction and quick-impact project programmes aimed at helping to create jobs and to deliver basic social services at a higher level than before the earthquake.

18. In order to streamline and optimize support for the military, United Nations police and substantive components of MINUSTAH, the Mission Support Division will be reorganized with a view to improving the delivery of services and seeking synergies by transferring related administrative and logistical functions from the General Services Section to the Property Management Section, the Personnel Section, the Engineering Section, the Communications and Information Technology Section and the Office of the Director of Mission Support. As a result, the General Services Section will be disbanded. With a view to improving the management of expendable and non-expendable assets and contingent-owned equipment, the Property Management Section will be further strengthened through the redeployment of posts from the Office of the Chief of Integrated Support Services and will assume responsibility for the oversight of contingent-owned equipment deployed by military contingents and formed police units.

19. In line with the partial drawdown of the post-earthquake surge capacity, the staffing establishment of the Mission Support Division will be reduced by 199 temporary positions (98 international, 68 national and 33 United Nations Volunteer).

20. With respect to the Santo Domingo Support Office, which was established in the aftermath of the January 2010 earthquake, the Mission recognizes that the role of the Support Office will change in line with the drawdown of the surge capacity of the Mission and the corresponding reduction in temporary civilian positions. The

report of the strategic assessment and high-level functional review analysis of the Support Office (as referred to in para. 6 above) is pending finalization by the Mission and will serve as the basis for the Mission to further refine its long-term strategy for back-office support functions.

21. In line with similar efforts made by other peacekeeping missions, the Mission has taken a number of significant measures to reduce resource requirements, including the rental and operation of aircraft and the acquisition of vehicles, facilities and infrastructure, and information technology and communications equipment. The Mission will continue its efforts to effectively and efficiently manage its resources.

C. Partnerships, country team coordination and integrated missions

22. MINUSTAH will continue to cooperate with the United Nations Development Programme (UNDP) and the Organization of American States and the Caribbean Community on elections in Haiti. Specifically, MINUSTAH and the Organization of American States will assist the electoral authorities and the National Identification Office in formulating the electoral list and providing voters with national identity cards. The Mission will also continue to cooperate with the Ministry of Justice and Public Security in order to improve access to justice for vulnerable persons by improving the functioning and professional capacity of 19 legal aid offices and the Ministry's management capacity in this area. In addition, MINUSTAH will continue its support for initiatives of both Haiti and the Dominican Republic to address problems of mutual concern, such as border security, illegal trafficking, immigration and trade.

23. The United Nations country and humanitarian teams will continue to play a central role in supporting the Government's development and humanitarian efforts. In July 2010, MINUSTAH and the United Nations country team coordinated the planning and implementation of activities through the integrated strategic framework, whose priorities were aligned with those set out in the Government's action plan for national recovery and development from March 2010 to December 2011. Following consultations with the Government, it was agreed to extend the period covered by the strategic framework by one year, until December 2012, and to also develop the next iteration of the strategic framework, covering the 2013-2016 period, on the basis of the Government's national action plan for recovery and development, as was done for the 2010-2012 period, given that it is still an accurate reflection of the development and reconstruction priorities of Haiti. Critical elements in the review of the strategic framework will be the eventual handover of tasks from MINUSTAH to Haitian institutions and the additional support that the latter may require from United Nations development organizations in order to fulfil those tasks.

D. Results-based-budgeting frameworks

24. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms used with respect to the six categories are contained in annex I.A to the present report.

Executive direction and management

25. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2011/12	1	1	3	1	—	**6**	9	—	**15**
Proposed posts 2012/13	1	1	2	4	1	**9**	8	2	**19**
Net change	—	—	**(1)**	**3**	**1**	**3**	**(1)**	**2**	**4**
Approved temporary positions[b] 2011/12	—	—	3	2	3	**8**	2	—	**10**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	—	—	**(3)**	**(2)**	**(3)**	**(8)**	**(2)**	—	**(10)**
Office of the Deputy Special Representative of the Secretary-General									
Approved posts 2011/12	1	1	2	—	1	**5**	4	—	**9**
Proposed posts 2012/13	1	1	2	1	1	**6**	4	—	**10**
Net change	—	—	—	**1**	—	**1**	—	—	**1**
Approved temporary positions[b] 2011/12	—	—	2	1	1	**4**	1	—	**5**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	—	—	**(2)**	**(1)**	**(1)**	**(4)**	**(1)**	—	**(5)**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2011/12	1	1	2	—	—	**4**	5	—	**9**
Proposed posts 2012/13	1	1	2	1	1	**6**	6	—	**12**
Net change	—	—	—	**1**	**1**	**2**	**1**	—	**3**
Approved temporary positions[b] 2011/12	—	—	—	1	—	**1**	2	—	**3**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	—	—	—	**(1)**	—	**(1)**	**(2)**	—	**(3)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total									
Approved posts 2011/12	3	3	7	1	1	**15**	18	—	**33**
Proposed posts 2012/13	3	3	6	6	3	**21**	18	2	**41**
Net change	—	—	**(1)**	**5**	**2**	**6**	—	**2**	**8**
Approved temporary positions[b] 2011/12	—	—	5	4	4	**13**	5	—	**18**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	**(5)**	**(4)**	**(4)**	**(13)**	**(5)**	—	**(18)**
Total									
Approved 2011/12	3	3	12	5	5	**28**	23	—	**51**
Proposed 2012/13	3	3	6	6	3	**21**	18	2	**41**
Net change	—	—	**(6)**	**1**	**(2)**	**(7)**	**(5)**	**2**	**(10)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

International staff: net increase of 3 posts and decrease of 8 temporary positions

National staff: decrease of 1 post and 2 temporary positions

United Nations Volunteers: increase of 2 positions

Table 2
Human resources:[a] Office of the Special Representative of the Secretary-General

	Change	Level	Functional title	Post action	Description
Posts					
	-1	P-4	Spokesperson	Reassigned	To Communications and Public Information Section
	+1	P-3	Special Assistant	Reassigned	From Communications and Public Information Section
	+1	P-3	Planning Officer	Reassigned	From Joint Operations Centre
	+1	P-3	Board of Inquiry Officer	Redeployed	From Office of the Director of Mission Support
	+1	FS	Administrative Assistant	Redeployed	From Political Affairs Section
	-1	NGS	Public Information Assistant	Reassigned	To Communications and Public Information Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
United Nations Volunteers					
	+1	UNV	Board of Inquiry Assistant	Redeployed	From Office of the Director of Mission Support
	+1	UNV	Board of Inquiry Assistant	Reassigned	From Office of the Police Commissioner

[a] Ten temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 33 below).

26. The immediate Office of the Special Representative of the Secretary-General includes the Office of the Chief of Staff, the Joint Planning Unit, the Protocol Unit and a liaison office in Santo Domingo. It has overall responsibility for Mission management, strategic planning and direction, and assists the Special Representative in carrying out his good offices and United Nations system coordination functions.

27. During the 2012/13 period, there will continue to be a steady mission planning workload as MINUSTAH initiates discussions with the Government of Haiti and the United Nations country team on a consolidation plan and an eventual handover of the Mission's tasks and responsibilities to Haitian institutions. It is therefore recommended that one post of Operations Officer (P-3) be reassigned from the Joint Operations Centre as Planning Officer to assist the Senior Planning Officer in developing the strategic plans of the Mission, including results-based-budgeting frameworks, the integrated strategic framework (with the United Nations country team) and, as a new task of the Joint Planning Unit, the consolidation plan for and eventual handover of the Mission's tasks and responsibilities to Haitian institutions. Planning for the transition phase and the eventual handover of MINUSTAH responsibilities, starting in departments where the political and security environment is less volatile, will begin during the 2012/13 period and will continue through subsequent budget periods.

28. It is also proposed that one post of Public Information Officer (P-3) be reassigned from the Communications and Public Information Section as Special Assistant to the Chief of Staff to fulfil tasks vital to the work of the Office, including the organization and coordination of visits by delegations with the Protocol Unit and offices across the Mission, and the provision of support to the Special Representative, including through the drafting of notes and minutes of meetings, the preparation of reports and briefs and the review of draft speeches, statements and press releases.

29. In addition, it is proposed that the Board of Inquiry Unit be transferred from the Office of the Director of Mission Support, resulting in the redeployment of one post of Board of Inquiry Officer (P-3) and one position of Board of Inquiry Assistant (United Nations Volunteer). The Unit will report directly to the Chief of Staff to expedite the convening of boards of inquiry as well as the submission of the related reports to Headquarters.

30. Furthermore, given the long delays in convening boards of inquiry and in order to address the backlog of cases, it is proposed that one position of Programme Officer (United Nations Volunteer) be reassigned from the Office of the Police Commissioner as Board of Inquiry Assistant. The additional Assistant will help to address the backlog of work by providing substantive and technical guidance to the

members of boards of inquiry, reviewing board reports, identifying gaps in procedures or policies, preparing recommendations to address those gaps and following up on the implementation of the recommendations made by boards of inquiry.

31. It is also proposed that one post of Administrative Assistant (Field Service) be redeployed from the Political Affairs Section to the Office of the Special Representative of the Secretary-General. In addition to performing administrative tasks for the entire Office, the incumbent will manage the Special Representative's calendar, distribute and archive incoming and outgoing code cables and daily and weekly situational awareness reports, arrange meetings and official events for the Office of the Special Representative and perform other routine and administrative functions.

32. It is also proposed that the post of Spokesperson (P-4) and one post of Public Information Assistant (national General Service) be reassigned to the Communications and Public Information Section (see para. 63 below).

33. As the workload of the Office of the Special Representative is expected to gradually decrease from its post-earthquake peak by the beginning of the 2012/13 period, MINUSTAH will refocus its efforts on core stability and institution-building tasks, particularly in the areas of security, governance and the rule of law. It is therefore proposed that 10 temporary positions, of Deputy Chief of Staff (P-5), Senior Planning Officer (P-5), Political Affairs Officer (P-4), Political Affairs Officer (2 P-3), Administrative Assistant (3 Field Service) and Administrative Assistant (2 national General Service), be abolished.

Office of the Deputy Special Representative of the Secretary-General

International staff: increase of 1 post and decrease of 4 temporary positions

National staff: decrease of 1 temporary position

Table 3
Human resources:[a] Office of the Deputy Special Representative of the Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Coordination Officer	Reassigned	From Gender Unit

[a] Five temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 41 below).

34. The Office of the Deputy Special Representative of the Secretary-General provides policy and strategic-level advice to the Special Representative on the implementation of the Mission's mandate in the areas under his or her supervision; leads high-level discussions with officials of the Government, leaders of political parties and civil society; supervises efforts in the rule-of-law sector, which encompasses justice, corrections, human rights and border management; and supervises the Electoral Assistance Section.

35. While it is proposed that the staffing level be reduced, as indicated in paragraph 36 below, the workload of the Office of the Deputy Special

Representative is not expected to decrease significantly from its post-earthquake peak, given that the efforts of the Mission to refocus on core stability and institution-building tasks, particularly in the areas of security and the rule of law, would entail an increase in that workload. It is therefore proposed that one post of Gender Affairs Officer (P-3) be reassigned from the Gender Unit as Coordination Officer to carry out the functions of the abolished temporary position of Special Assistant to the Deputy Special Representative (P-3). Specifically, the incumbent will coordinate inputs and maintain liaison with various sections and units under the supervision of the Deputy Special Representative, focusing on all aspects related to the coordination of rule-of-law programmes, including the fostering of donor support to build the capacity of rule-of-law institutions.

36. With the partial drawdown of the post-earthquake surge activities during the 2012/13 period, including the coordination of elections and security and rule-of-law efforts, it is proposed that five temporary positions, of Senior Rule of Law Officer (P-5), Best Practices Officer (P-4), Special Assistant to the Deputy Special Representative (P-3) and Administrative Assistant (1 Field Service and 1 national General Service), be abolished.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: increase of 2 posts and decrease of 1 temporary position

National staff: increase of 1 post and decrease of 2 temporary positions

Table 4
Human resources:[a] Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Reporting Officer	Redeployed	From Humanitarian and Development Coordination Unit
	+1	FS	Personal Assistant	Redeployed	From Humanitarian and Development Coordination Unit
	+1	NPO	Coordination Officer	Reassigned	From Humanitarian and Development Coordination Unit

[a] Three temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 41 below).

37. The mandate of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is to ensure an integrated approach among MINUSTAH, the Office for the Coordination of Humanitarian Affairs and the United Nations country team in the planning and implementation of the Mission's mandate, and to ensure coordination with the United Nations country team on all matters concerning humanitarian and development activities. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is directly responsible for the Civil Affairs Section, the Humanitarian Development and Coordination Unit (to be integrated with the Civil Affairs Section in 2012/13), the Community Violence

Reduction Section, the Child Protection Unit, the Gender Unit and the HIV/AIDS Unit.

38. In this context, it is proposed that one post of Human Rights Officer (National Professional Officer) be reassigned from the Humanitarian and Development Coordination Unit as Coordination Officer. The incumbent will provide local knowledge necessary to the understanding of national institutions and facilitate interaction with local counterparts, including representatives of civil society groups and non-governmental organizations, under the overall strategy of increased reliance on skills that generally can be provided only by National Professional Officers, including knowledge of the local language and about social networks and in-depth knowledge about the country.

39. In view of the significant workload associated with regular and special reporting requirements, it is also proposed that one post of Humanitarian Affairs Officer (P-3) be redeployed from the Humanitarian and Development Coordination Unit as Reporting Officer. The incumbent will carry out quantitative and qualitative research on the Mission's mandate-related activities and on humanitarian and development issues. He or she will also collect, analyse and present information gathered from various sources within and outside the United Nations system, and will maintain liaison with relevant units, sections and agencies on issues pertaining to the mandated responsibilities of the Office. The Reporting Officer will also provide and organize inputs with regard to a variety of written documents, such as background briefing notes, analytical notes, talking points, presentations, reports and standards and procedures, on cross-cutting and relevant thematic issues having an impact on the humanitarian and development fields.

40. In addition, it is proposed that one post of Administrative Assistant (Field Service) be redeployed from the Humanitarian and Development Coordination Unit to serve as Personal Assistant to the Deputy Special Representative, to perform tasks including maintaining the Deputy Special Representative's calendar; preparing necessary background documentation for meetings; managing both unclassified and classified documents, including code cables; clearing correspondence and bringing urgent correspondence to the attention of the Deputy Special Representative; following up on administrative issues with the support component; reorganizing the Office with the introduction of a new filing and archiving system; organizing the Deputy Special Representative's official travel both within and outside the mission area; organizing visits of high-level delegations; and drafting correspondence in English and French.

41. In line with the partial reduction in post-earthquake surge activities, it is proposed that three temporary positions, of Reporting Officer (P-3) and Humanitarian Affairs Officer (2 National Professional Officer), be abolished.

Component 1: democratic development and consolidation of State authority

42. Component 1 reflects the Mission's assistance to the Government in strengthening democratic governance, consolidating the authority of the State and developing its institutions. The component incorporates the activities of the political and civil affairs, border management, public information and electoral elements of the Mission. During the budget period, the Mission's efforts will focus on facilitating political agreement through the fostering of political dialogue and national reconciliation, and extending State authority and Haitian self-reliance

through capacity-building efforts aimed at increasing public administration and electoral capabilities. The priorities will be: (a) progress towards constitutional reform and the implementation of a legislative agenda to support State decentralization, democratic governance and the rule of law; (b) the inclusion of civil society organizations in political discourse and the promotion of women's leadership and political participation; (c) the development of a sustainable electoral administration system capable of assuming responsibility for certain logistical and security tasks currently being performed by MINUSTAH; (d) an increase in institutional capacity for public administration at both the central and local levels; (e) the establishment of the Government's technical border commission to implement a national strategy for integrated border management; and (f) the provision of assistance to the Government in improving the coherence of customs and border protection legislation and building law enforcement capacity at border control points to improve border management and increase the fiscal performance of the customs sector.

43. To meet those priorities, the Mission will engage and provide technical support not only to the Government and Parliament, but also to political parties, civil society organizations and the private sector to identify capacity-building requirements and priorities. MINUSTAH will also assist the Government and Parliament in: (a) supporting the implementation of the constitutional reform process; (b) reviewing the electoral law; (c) developing electoral regulations and strengthening the institutional capacity and accountability of the Electoral Council and the Government's delegates to Haiti's 10 departments, with the aim of reducing their reliance on the Mission; (d) providing technical and logistical support to the Government in the holding of senatorial and local elections during the second half of 2012; (e) implementing the reform of the local civil service; and (f) reorganizing the Customs Surveillance Service to investigate fiscal fraud and corruption.

44. With respect to organizational changes proposed for the component, in the context of the drawdown of the post-earthquake surge capacity, it is proposed that the Political Affairs Division be renamed the Political Affairs Section, as it will continue to be headed by a Chief at the D-1 level. The temporary position of Political Affairs Director at the D-2 level, which was established in the aftermath of the earthquake, was abolished during the 2011/12 period.

Expected accomplishments	*Indicators of achievement*
1.1 All-inclusive political dialogue and national reconciliation	1.1.1 Formulation of a legislative agenda mutually agreed upon by the executive and Parliament, based on the development of a political agreement
	1.1.2 Approval by the Senate of the draft bill on the formation, functioning and financing of political parties and political groups that was adopted by the Lower House in July 2009
	1.1.3 Decrease in the number of civil unrest incidents triggered by political issues, including during electoral periods (2010/11: 544; 2011/12: 100; 2012/13: 350)

	1.1.4 Increase in the number of civil society organizations participating in town hall meetings with members of Parliament (2010/11: 3; 2011/12: 5; 2012/13: 7)

Outputs

- 4 meetings per month with the President and the Prime Minister to assess progress on the Government's dialogue with political parties, civil society groups and private sector actors
- 2 meetings per month with the President's main advisers to provide advice on an all-inclusive political process
- Technical support and use of good offices to make progress on the legislative agenda and foster consensus-building among political parties, including through 4 meetings per month with the Presidents of the Senate and the Chamber of Deputies
- Logistical support for the organization of a retreat for members of the Government and Parliament aimed at adopting a concerted legislative agenda for 2012/13
- Technical and logistical support for members of Parliament to assist in fostering communication with their constituencies through the organization of 10 town hall meetings (1 per department)
- Organization of 120 nationwide town hall meetings for local authorities, community leaders and representatives of civil society, including women's organizations, electoral staff and candidates for legislative and local elections, including women, to advocate political participation, with the focus on civil society and women, political dialogue and national reconciliation
- Weekly meetings with Presidents and members of the Chamber of Deputies and the Senate and representatives of political parties at the national level, to facilitate national dialogue and consensus among political parties and to provide advice on all-inclusive political dialogue and legislative priorities
- Monthly meetings with civil society organizations at the national and local levels to identify capacity-building requirements and thematic priorities for all-inclusive dialogue with governmental institutions
- 4 training and sensitization workshops for 100 women leaders (25 per workshop) on women's leadership and political participation
- 12 meetings with female parliamentarians, the Ministry of Women's Affairs and Women's Rights, and women's organizations on a constitutional provision for a minimum quota of 30 per cent participation by women in decision-making
- Conduct of public information campaigns in support of political dialogue, national reconciliation and the promotion and understanding of the mandate of MINUSTAH, using various public information, advocacy and public outreach activities, including bimonthly thematic broadcasts in camps for internally displaced persons on the rule of law, police reform, reconciliation, national dialogue and the capacity-building of State institutions; and sensitization of the Haitian population through print, video, the Internet, workshops and training activities at 9 multimedia centres, promotional materials, media engagement and radio and television broadcasts

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened State democratic institutions at the national and local levels	1.2.1 Establishment of an electoral code and related regulations by the Electoral Council

1.2.2 Increase in the number of departments in which the Electoral Council ensures planning and coordination for the 2014 elections, using mainly State-owned resources (2010/11: 0; 2011/12: 0; 2012/13: 2)

1.2.3 Establishment of a caucus of women members of Parliament to promote gender-sensitive decision-making in Parliament

1.2.4 Adoption of legislation on parliamentary civil servants and local administration civil servants

1.2.5 Increase in the number of bills submitted by the executive branch of the Government for review and debate by members of Parliament within the time frame established by the Constitution (2010/11: 30; 2011/12: 50; 2012/13: 55)

1.2.6 Increase in the number of departmental delegations holding monthly coordination meetings with departmental directors to implement governmental directives at the local level (2010/11: no delegations; 2011/12: 3 delegations; 2012/13: 6 delegations)

Outputs

- Weekly meetings with members of both chambers of Parliament to support dialogue on constitutional reform and procedures
- Regular meetings with the legal director of the Electoral Council to develop regulations related to the implementation of the electoral law while that law is under review
- Weekly meetings with the Electoral Council at the national and departmental levels to build national capacity in logistics and security plans using State-owned resources, as well as on information and knowledge management
- Bimonthly technical support for Parliament and its committees to adopt State reform legislation and improve the administration of both chambers of Parliament, through further development of their internal rules and the adoption of best practices of other national legislatures
- 2-week internship training programmes for 3 Electoral Council technical staff to increase their capacities with regard to electoral logistics and security planning and management
- Technical support for Parliament with regard to the organization of 5 thematic meetings between members of Parliament and donors, United Nations agencies, funds and programmes, and national and international non-governmental organizations on issues related to State reform and the political process
- Technical assistance to members of Parliament for the review of key reform bills on such issues as decentralization and the adoption of the bill on the financing of political parties
- 23 meetings (3 at the national level and 20 at the departmental level) among the Electoral Council, political parties and civil society groups on candidate registration, financial disclosure and the selection of polling staff/political party representatives

- Technical support for Parliament with regard to building the capacity of parliamentarians through monthly meetings on the integration of gender issues into the parliamentary agenda and on strategic communications to promote gender equality and to address women's issues, and through the facilitation of women's participation in "experience-sharing" meetings with parliamentarians from other countries
- 1 workshop on electronic governance for 30 parliamentary staff to assist the Secretaries-General of both chambers of Parliament in implementing lessons learned from a visit to the Parliament of the Dominican Republic in August 2010
- Facilitation of a study trip to Peru for Haitian members of Parliament to identify lessons learned and best practices with regard to meeting the objective of 30 per cent female representation in Parliament
- Organization of a seminar, in collaboration with UNDP, for members of Parliament in Haiti and the Dominican Republic on the role of Parliament in addressing crisis situations during humanitarian emergencies or civil disturbances
- Capacity-building training for 30 parliamentary staff on parliamentary procedure and the writing of legislation
- Monthly meetings of the Departmental Technical Council to improve cohesion in Government action at the departmental level, including the implementation of governmental decisions and the coordination of the departmental directorates
- 1 meeting between the Table de concertation départemental and the Table de concertation communale to improve coordination between the departmental and municipal levels and increase participation by civil society in decision-making
- Facilitation of a workshop for members of the juridical affairs and public security committee to expedite the process of adopting the bill on the organization and functioning of local authorities; and a workshop for experts convened by the Ministry of Justice and Public Security to support the justice working groups in drafting legislation on a new criminal procedure, including a reform of the juvenile system and the development of the legal assistance system
- 10 training workshops for local government officials, community and political leaders and representatives of civil society organizations, including women's organizations, on the integration of gender issues into local governance, and 2 training workshops for members of the Electoral Council, political leaders, parliamentarians, including women parliamentarians, and representatives of women's organizations on the integration of gender into the electoral law in compliance with the Constitution of Haiti and Security Council resolution 1325 (2000), on women, and peace and security

Expected accomplishments	*Indicators of achievement*
1.3 State authority maintained and strengthened throughout Haiti	1.3.1 Decrease in the number of municipal administrations that do not comply with the administrative and financial management standards set by the Ministry of the Interior, Territorial Collectivities and National Defence, and are classified as "municipalities in difficulty" (2010/11: 62; 2011/12: 50; 2012/13: 40)

1.3.2 Increase in the number of municipalities drafting and implementing a budget aimed at improving the delivery of basic services (2010/11: 40; 2011/12: 60; 2012/13: 80)

1.3.3 Increase in the number of municipalities able to raise 50 per cent of their budgets through local tax revenues (2010/11: 8; 2011/12: 12; 2012/13: 19)

1.3.4 Establishment by the Government of a technical border commission

1.3.5 Increase in the number of departmental delegations that develop staffing tables with terms of reference for each staff member (2010/11: 0; 2011/12: 3; 2012/13: 6)

Outputs

- Monthly technical assistance to 140 municipal administrations to improve their administrative and fiscal capacity to provide public services to their communities, including through the development of plans on budget implementation, on increased capacity for public revenue collection and project management, on increased administrative capacity of municipal staff and on enhanced delivery of basic services
- Daily technical support for the Ministry of the Interior, Territorial Collectivities and National Defence, through MINUSTAH personnel assigned to the Ministry, to promote the reform of the local government civil service, implement fiscal decentralization and public finance reform, enhance the efficiency of municipal administrations and increase the competencies of municipal administrations
- Daily technical assistance to all 10 departmental delegations and 42 vice-delegations, through MINUSTAH personnel embedded as national advisers, to build administrative capacity and improve the planning and delivery of basic social services at the local level
- Weekly technical and logistical support for the Ministry of the Interior, Territorial Collectivities and National Defence in relocating to new or temporary premises
- Implementation of 150 quick-impact projects to assist State institutions in all 10 departments in mitigating the cholera epidemic and in building and rehabilitating public infrastructure
- Establishment of standard operating procedures on the handover of archives, official files and equipment from the outgoing to the incoming city councils
- Sensitization of all newly elected officials in municipal administrations on the importance of developing institutional memory within the administration and on the need to retain at least 10 per cent of the incumbent municipal employees from the outgoing municipal administration
- Organization of 7 town-hall-style forums on the monitoring of public policies
- Organization of a workshop with 60 participants, including members of Parliament, civil society representatives and the Director-General of the Anti-Corruption Unit, on the draft law on the prevention and eradication of corruption
- 1 capacity-building training workshop on decentralization for 50 representatives of the 10 departmental delegations

- Monthly technical meetings with the Ministry of Women's Affairs and Women's Rights on increasing the representation of women in departmental delegations and vice-delegations
- Daily technical support for the Ministry of Economy and Finance, including the General Customs Administration, in identifying needs and preparing proposals for technical and financial assistance from international donors, and implementing reforms related to tax, customs and border management policies
- Weekly technical support for the Director-General of the General Customs Administration in preparing requests to international donors for assistance
- Participation in biweekly meetings of the General Customs Administration reform committee to assess progress on current reforms and to assist in planning future reforms designed to increase revenues and enhance the capability of the Customs Administration
- Weekly technical support for the General Customs Administration in drafting a strategy to reorganize and rehabilitate the customs surveillance system
- Mentoring of customs officers at the border crossing points and inspection of facilities to evaluate rehabilitation requirements
- Monthly coordination meetings with the Ministry of the Interior, Territorial Collectivities and National Defence and the International Organization for Migration on progress in capacity-building in immigration services and with the European Union and the United States Agency for International Development on progress in assistance programmes

Expected accomplishments	*Indicators of achievement*
1.4 Establishment and effective functioning of a framework for Government-private sector dialogue and public-private partnership	1.4.1 Establishment by the Government of advisory structures, such as the Presidential Council on Investment and Economic Recovery, to facilitate exchange between the Government and the domestic private sector on job creation and investment priorities
	1.4.2 Adoption by Parliament and implementation by the relevant Government entities of a legal framework to promote and protect private sector investment
	1.4.3 Renewal of the mandate of the Interim Haiti Recovery Commission or establishment of a successor body to carry out similar functions, such as the prioritization and coordination of development and investment initiatives, including through appropriate Government-led institutions

Outputs

- Bimonthly meetings with domestic and international private sector actors to identify policy requirements in support of private sector investment and growth
- Bimonthly meetings with presidential advisers and members of Parliament on the identification and implementation of a legislative agenda in support of private sector growth
- Monthly political advice to relevant Government ministries as well as the Office of the Prime Minister in support of effective Government-led investment and development institutions and frameworks

External factors

Political parties, both in the Government and in the opposition, will be committed to advancing a legislative agenda and achieving critical national priorities. The Electoral Council will be able to organize the local and senatorial elections, originally scheduled for late 2011, during the second half of 2012

Table 5
Human resources: component 1, democratic development and consolidation of State authority

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Section (formerly Political Affairs Division)									
Approved posts 2011/12	—	1	7	3	2	**13**	6	—	**19**
Proposed posts 2012/13	—	1	6	3	1	**11**	7	—	**18**
Net change	**—**	**—**	**(1)**	**—**	**(1)**	**(2)**	**1**	**—**	**(1)**
Approved temporary positions[b] 2011/12	—	—	1	—	—	**1**	2	—	**3**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	1	—	**1**
Net change	**—**	**—**	**(1)**	**—**	**—**	**(1)**	**(1)**	**—**	**(2)**
Electoral Assistance Section									
Approved posts 2011/12	—	1	2	1	—	**4**	14	11	**29**
Proposed posts 2012/13	—	1	2	1	—	**4**	14	11	**29**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Approved temporary positions[b] 2011/12	—	—	—	3	—	**3**	—	10	**13**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	—	—	**—**
Net change	**—**	**—**	**—**	**(3)**	**—**	**(3)**	**—**	**(10)**	**(13)**
Civil Affairs Section									
Approved posts 2011/12	—	1	19	15	5	**40**	47	16	**103**
Proposed posts 2012/13[c]	—	1	17	15	5	**38**	44	16	**98**
Net change	**—**	**—**	**(2)**	**—**	**—**	**(2)**	**(3)**	**—**	**(5)**
Approved temporary positions[b] 2011/12	—	—	2	4	—	**6**	13	3	**22**
Proposed temporary positions[b,c] 2012/13	—	—	—	—	—	**—**	1	—	**1**
Net change	**—**	**—**	**(2)**	**(4)**	**—**	**(6)**	**(12)**	**(3)**	**(21)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Border Management Unit									
Approved posts 2011/12	—	—	—	—	—	—	—	—	—
Proposed posts 2012/13	—	—	2	—	—	**2**	3	—	**5**
Net change	**—**	**—**	**2**	**—**	**—**	**2**	**3**	**—**	**5**
Approved temporary positions[b] 2011/12	—	—	3	—	—	**3**	—	—	**3**
Proposed temporary positions[b] 2012/13	—	—	1	—	—	**1**	—	—	**1**
Net change	**—**	**—**	**(2)**	**—**	**—**	**(2)**	**—**	**—**	**(2)**
Communications and Public Information Section									
Approved posts 2011/12	—	1	4	10	6	**21**	53	8	**82**
Proposed posts 2012/13	—	1	4	8	6	**19**	55	10	**84**
Net change	**—**	**—**	**—**	**(2)**	**—**	**(2)**	**2**	**2**	**2**
Approved temporary positions[b] 2011/12	—	—	—	—	—	—	19	—	**19**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**(19)**	**—**	**(19)**
Total									
Approved posts 2011/12	—	4	32	29	13	**78**	120	35	**233**
Proposed posts 2012/13[c]	—	4	31	27	12	**74**	123	37	**234**
Net change	**—**	**—**	**(1)**	**(2)**	**(1)**	**(4)**	**3**	**2**	**1**
Approved temporary positions[b] 2011/12	—	—	6	7	—	**13**	34	13	**60**
Proposed temporary positions[b,c] 2012/13	—	—	1	—	—	**1**	2	—	**3**
Net change	**—**	**—**	**(5)**	**(7)**	**—**	**(12)**	**(32)**	**(13)**	**(57)**
Total									
Approved 2011/12	—	4	38	36	13	**91**	154	48	**293**
Proposed 2012/13[c]	—	4	32	27	12	**75**	125	37	**237**
Net change	**—**	**—**	**(6)**	**(9)**	**(1)**	**(16)**	**(29)**	**(11)**	**(56)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.
[c] Excludes 3 P-4 and 7 National Professional Officer posts and 1 United Nations Volunteer and 3 National Professional Officer positions attributed to component 4, humanitarian and development coordination.

Political Affairs Section (formerly Political Affairs Division)

International staff: decrease of 2 posts and 1 temporary position

National staff: increase of 1 post and decrease of 1 temporary position

Table 6
Human resources:[a] Political Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-4	Programme Officer (Rule of Law)	Reassigned	To Joint Mission Analysis Centre
	-1	FS	Administrative Assistant	Redeployed	To Office of the Special Representative of the Secretary-General
	+1	NPO	Political Affairs Officer	Reassigned	From Human Rights Section

[a] Two temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 48 below).

45. In line with the mandate of the Mission, the focus of the Political Affairs Section includes supporting the political process under way in Haiti, including through the good offices of the Special Representative of the Secretary-General, and with the provision of political advice to the latter on all such matters; promoting an all-inclusive political dialogue and national reconciliation, in cooperation with the Government of Haiti and other actors; ensuring that the Government carries forward the reform work laid out in the Haiti reconstruction plan; and promoting policy coherence within the Mission on all matters relating to political issues in Haiti.

46. With a view to promoting national capacity development, it is proposed that one post of Human Rights Officer (National Professional Officer) be reassigned from the Human Rights Section as Political Affairs Officer, to take over the functions of the post of Programme Officer (P-4), which is proposed for reassignment to the Joint Mission Analysis Centre as Information Officer.

47. In addition, it is proposed that one post of Administrative Assistant (Field Service) be redeployed to the Office of the Special Representative of the Secretary-General as Personal Assistant to the Special Representative (see para. 31 above).

48. While it is not envisaged that the political work of the Mission will be significantly reduced during the 2012/13 period, it is proposed that two temporary positions of Political Affairs Officer (1 P-4 and 1 National Professional Officer) be abolished, in line with the reduction in the post-earthquake surge activities of the Mission.

Electoral Assistance Section

International staff: decrease of 3 temporary positions

United Nations Volunteers: decrease of 10 temporary positions

49. In line with the partial reduction in post-earthquake surge activities, it is proposed that 13 temporary positions of Electoral Officer (3 P-3 and 10 United Nations Volunteer) in the Electoral Assistance Section be abolished.

Civil Affairs Section

International staff: net increase of 1 post and decrease of 6 temporary positions

National staff: net increase of 4 posts and net decrease of 9 temporary positions

United Nations Volunteers: increase of 1 position and decrease of 3 temporary positions

Table 7
Human resources:[a] Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+3	P-4	Civil Affairs Officer	Redeployed	From Humanitarian and Development Coordination Unit
	-2	P-4	Civil Affairs Officer	Reassigned	To Border Management Unit
	+7	NPO	Civil Affairs Officer	Redeployed	From Humanitarian and Development Coordination Unit
	-3	NPO	Civil Affairs Officer	Reassigned	To Border Management Unit
Temporary positions					
	+3	NPO	Civil Affairs Officer	Redeployed	From Humanitarian and Development Coordination Unit
United Nations Volunteers					
	+1	UNV	Civil Affairs Officer	Redeployed	From Humanitarian and Development Coordination Unit

[a] Twenty-one temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 55 below).

50. The Civil Affairs Section continues to focus on improving the management of local finances, local development, promoting transparency and accountability through the capacity-building of local authorities, and strengthening civil society's ability to organize itself and monitor public policies. In the area of parliamentary support, efforts are focused on assisting the newly installed forty-ninth legislature in establishing a legislative agenda and adopting legislation geared towards the improvement of the rule of law, as well as creating an environment conducive to economic investment. Furthermore, the Section continues to lead the implementation of the quick-impact projects programme. Given that one of the core priorities of MINUSTAH is the strengthening of governance at the central and local levels, the Section will also expand and reinforce its work to support the deconcentration and decentralization of Government institutions responsible for local development planning.

51. The Civil Affairs Section will focus on helping to build the capacity of municipal administrations and to increase the efficiency of the "deconcentrated" institutions, such as the departmental delegations. Concurrently, it will continue to work with local authorities on ongoing issues related to the earthquake, including the rehabilitation and/or reconstruction of permanent office space and the provision of office equipment, and the embedding of National Professional Officers in departmental delegations to reinforce the coordination of departmental line ministries

in order to increase the coherence of governmental action. Furthermore, in order to mainstream a humanitarian and development perspective into activities to strengthen the institutional capacity and coordination mechanisms of public administration at the central and local levels, it is proposed that a majority of the posts and temporary positions be redeployed from the Humanitarian and Development Coordination Unit, comprising 10 posts of Civil Affairs Officer (3 P-4 and 7 National Professional Officer), one position of Civil Affairs Officer (United Nations Volunteer) and three temporary positions of Civil Affairs Officer (National Professional Officer).

52. It is proposed that one post of Civil Affairs Officer (P-4) head the Léogane sub-office, which will serve as the base for the Civil Affairs Officer (United Nations Volunteer). The maintenance of the Léogane sub-office, which was established after the 2010 earthquake with temporary positions proposed for abolishment in 2012/13, is critical, as it will enable MINUSTAH to continue to support local authorities in providing basic services to the most vulnerable populations of the country, and to allocate sufficient time for the implementation of the quick-impact projects programme in the area.

53. The seven posts of Civil Affairs Officer (National Professional Officer) and three temporary positions of Civil Affairs Officer (National Professional Officer) will be deployed in 10 distinct departmental offices, and the incumbents will assist in strengthening the deconcentrated planning mechanisms such as the Tables de concertation départementales, the Tables de concertation communales and the tables sectorielles/groupes sectoriels. They will facilitate, support and help to reinforce the local representation of the Ministry of Planning and External Cooperation in the coordination and development of regional development plans under the national growth and poverty reduction strategy paper and the national action plan for recovery and development. This includes support for local officials in the compilation of data and analysis of information on trends with regard to humanitarian, reconstruction and development issues. One Civil Affairs Officer (National Professional Officer) will be assigned to each department; the redeployment of these Civil Affairs Officers is necessary to ensure coverage in all 10 departments of Haiti.

54. In addition, it is proposed that a total of five posts of Civil Affairs Officer (2 P-4 and 3 National Professional Officer) be reassigned to the Border Management Unit (see paras. 56 to 60 below).

55. In line with the partial drawdown of the post-earthquake surge capacity during the 2012/13 period, which had allowed the Mission to help support weakened Haitian institutions in the aftermath of the earthquake, meet some of the needs of the displaced population, help in the implementation of the Government's national action plan for recovery and development, and increase the capacity of local authorities, it is proposed that a total of 21 temporary positions, of Planning Officer (P-4), Senior Border Monitor (P-4), Project Officer (P-3), Reports Officer (3 P-2), Civil Affairs Officer (12 National Professional Officer) and Civil Affairs Officer (3 United Nations Volunteer), be abolished.

Border Management Unit

International staff: increase of 2 posts and decrease of 2 temporary positions

National staff: increase of 3 posts

Table 8
Human resources:[a] Border Management Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+2	P-4	Border Monitor	Reassigned	From Civil Affairs Section
	+3	NPO	Border Monitor	Reassigned	From Civil Affairs Section

[a] Two temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 60 below).

56. The Border Management Unit, as the Mission's focal point on technical border management issues, provides technical support to the Government of Haiti for the implementation of an integrated border management strategy, including the coaching and monitoring of border management officials at the central Government level. The Unit works closely with the Government of Haiti to establish a border commission to deal with technical issues and regain control of its borders, to restore revenue collection to the pre-earthquake levels of more than 57 per cent of fiscal revenues, and to curb the smuggling of illicit goods and trafficking in women and children through the border crossing points. It provides technical assistance to the Minister of Economy and Finance, the Director-General of Customs, and other Ministries on a regular basis to enhance the capacity, capability and security of customs authorities working at the 16 air, land and sea border crossing points.

57. With a view to assisting the Haitian General Customs Administration in curbing the increased levels of smuggling and corruption, it is proposed that one post of Civil Affairs Officer (P-4) be reassigned from the Civil Affairs Section as Border Monitor, specifically Customs Surveillance Monitor. Customs surveillance, within the General Customs Administration, is mandated to investigate corruption within customs as well as fiscal fraud, and to provide security in the customs restricted zone. Since the Haitian National Police does not have the jurisdiction or the capacity to carry out this task, or to search cargo at the ports of entry, it is vital that customs surveillance be resourced to fulfil its mandate. The Border Monitor will be embedded within customs surveillance, identify gaps in training and equipment to improve efficiency, and assist in bringing customs surveillance up to international standards. The Border Monitor will also be expected to produce a realistic needs assessment that the Government can use to solicit donor support.

58. In addition, it is proposed that one post of Civil Affairs Officer (P-4) be reassigned from the Civil Affairs Section as Border Monitor, specifically Customs Excise Enforcement Monitor, and be embedded within the Haitian General Customs Administration while actively assisting the Minister of Economy and Finance and the Director-General of Customs. The Border Monitor will be expected to reinstall the automated system for customs data in order to increase the collection of taxes and duties; to help bring the Customs Administration up to regional and international standards; to obtain donor support for training and facilities and

equipment; to identify gaps in customs operations and make recommendations to improve them; to establish a mobile training team to improve the overall capability of the Customs Administration; and to advise the Director-General of Customs on the implementation of the new customs code.

59. The General Customs Administration does not have a formal or standard training course for its officers, most of whom receive their training while on the job. In spite of this, the Customs Administration provided more than 57 per cent of the Government's fiscal resources before the earthquake. Losses of infrastructure and essential equipment, coupled with inadequate training, have further hindered efforts to fight corruption and rehabilitate the Customs Administration in order to bring it into line with international standards and best practices. Accordingly, it is proposed that three posts of Civil Affairs Officer (National Professional Officer) be reassigned from the Civil Affairs Section, whose functions are fully dedicated to border management issues, as Border Monitor posts. The staff of the Border Management Unit who will be embedded within the Haitian General Customs Administration will work to restore the Administration's ability to collect revenues and identify gaps in existing legislation, as well as provide on-site mentoring to officers working at the border crossing points.

60. In line with the partial drawdown of the post-earthquake surge capacity, it is proposed that the temporary positions of Border Management Officer (P-4) and Planning Officer (P-4) be abolished during the 2012/13 period.

Communications and Public Information Section

International staff: net decrease of 2 posts

National staff: increase of 2 posts and decrease of 19 temporary positions

United Nations Volunteers: increase of 2 positions

Table 9
Human resources:[a] Communications and Public Information Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-4	Public Information Officer	Reassigned	To Joint Operations Centre
	+1	P-4	Radio Producer	Reassigned	From Office of the Special Representative of the Secretary-General
	-1	P-3	Public Information Officer	Reassigned	To Office of the Special Representative of the Secretary-General
	-1	P-3	Public Information Officer	Reassigned	To Corrections Unit
	+1	NGS	Photographer	Reassigned	From Office of the Special Representative of the Secretary-General
	+1	NGS	Administrative Assistant	Redeployed	From Humanitarian and Development Coordination Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
United Nations Volunteers					
	+1	UNV	Photographer	Reassigned	From Office of the Police Commissioner
	+1	UNV	Public Information Assistant	Reassigned	From Office of the Police Commissioner

[a] Nineteen temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 65 below).

61. The Communications and Public Information Section implements a strategy that actively supports the objectives of MINUSTAH, ensures that the Mission's mandate and responsibilities are fully and widely understood, promotes all aspects of the work of the Mission's various components, builds and maintains support for the Mission's mandate, provides the host population with credible, impartial and accurate information on the work of the Mission, creates a record of the Mission's activities, and defends and protects the Mission from unjustified criticism and misinformation.

62. Given that an integral part of the Mission's public information and communications strategy is the use of visual media (e.g., photography) for the Web, in particular social media outlets, and in the light of the related additional workload of the Section, it is proposed that two positions of Programme Officer (United Nations Volunteer) be reassigned from the Office of the Police Commissioner, as Photographer and Public Information Assistant.

63. Since the 2010/11 period, one P-4 post (ex-Spokesperson) had been temporarily lent to the Section from the Office of the Special Representative of the Secretary-General to accommodate requirements for a Radio Producer to support the communications functions of the Radio Unit. In view of the continuing nature of the functions, it is proposed that the arrangement be regularized through the reassignment of the post from the Office of the Special Representative. Similarly, it is proposed that one post of Public Information Assistant (national General Service) be reassigned from the Office of the Special Representative to function as Photographer, supporting the Special Representative.

64. In addition, although the tasks of the Radio Unit will shift from "emergency coverage" to "recovery coverage", requiring fewer staff and a reduced presence in the regions, staff will still be required for the "recovery coverage". In order to provide administrative support for these activities, it is proposed that one post of Administrative Assistant (national General Service) be redeployed from the Humanitarian and Development Coordination Unit.

65. On the basis of the overall reduction of the Mission's post-earthquake surge activities, it is proposed that 19 temporary positions, of Public Information Officer (5 National Professional Officer) and Public Information Assistant (14 national General Service), in the Section's Radio Unit be abolished. It is also proposed that three posts of Public Information Officer (1 P-4 and 2 P-3) be reassigned, to the Joint Operations Centre as Operations Officer (P-4), to the Office of the Special Representative of the Secretary-General as Special Assistant (P-3) and to the Corrections Unit as Corrections Officer (P-3).

Component 2: security, public order and development of the rule of law

66. Component 2 covers MINUSTAH activities to assist the Government in maintaining a safe and secure environment and in supporting the reform of the police, the courts, the prisons and the administration of justice. It includes the Joint Mission Analysis Centre, the Joint Operations Centre, the Offices of the Force Commander, the Police Commissioner and the Rule of Law Coordinator, the Justice Section, the Corrections Unit, the Community Violence Reduction Section and the Legal Affairs Section, whose strategies and activities are coordinated with those of the United Nations country team, notably UNDP, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

67. During the 2012/13 period, the component's efforts will focus on two major objectives: (a) to assist the Government in the maintenance of a stable security environment conducive to reconstruction, socio-economic development and the protection of human rights, which in turn have direct consequences for stability and security; and (b) to advance Haiti's self-reliance through increased institutional capacity in terms of the Haitian National Police, the administration of justice and the prison administration, in order to provide basic security services and law enforcement, protect constitutional rights and improve prison conditions.

68. To this end, the priorities of the component for the 2012/13 period will be: (a) building and supporting the capacity of the Haitian National Police to maintain law and order, provide security in camps for displaced persons and in violence-prone areas, and patrol the country's land and maritime borders; (b) implementing the Haitian National Police development plan for 2012-2016; (c) improving gender balance among Haitian police personnel and addressing the concerns of women in policy decisions regarding security and the rule of law; (d) increasing the management and operational capacities of at-risk urban communities historically prone to violence and Government entities with a view to the eventual handover of the management of community violence reduction programmes from MINUSTAH, with continuing support from the United Nations country team where appropriate; (e) building the institutional capacity of State entities, notably the Haitian National Police, the Institute of Social Welfare, the Ministry of Justice and Public Security (including its reorganization) and the Directorate of Prison Administration, for the protection of children and the promotion of their rights; (f) facilitating the provision of assistance and protection to populations affected by humanitarian emergencies, including those still displaced by the 2010 earthquake; and (g) strengthening the independence, legal framework and procedures of the judiciary and building its capacity to manage criminal cases, provide legal assistance to indigent defendants and reduce pretrial detention.

69. MINUSTAH will continue to provide support to the Haitian National Police through the collocation of United Nations police in Haitian National Police commissariats and at border checkpoints, and through joint patrols with the Haitian National Police. Port-au-Prince, Gonaïves, Cap-Haïtien, Hinche, Jacmel and Les Cayes, the departments (Grande-Anse, South, Nippes and North-west) from which the military component will be withdrawn by the beginning of the 2012/13 period, and border areas will be designated priority areas for patrol. The Mission will also continue to provide training and technical and logistical support to the Ministry of Justice and Public Security, the Office for the Protection of Citizens (an

ombudsperson institution), the Magistrates' School, courts, prosecutor's offices, legal assistance services and the Directorate of Prison Administration.

70. With respect to organizational changes proposed for the component, the Joint Operations and Tasking Centre, which was created in the aftermath of the earthquake as an expansion of the existing Joint Operations Centre to serve as the focal point for requests for MINUSTAH engineering assets, logistical support and security for relief, recovery and reconstruction activities in support of the Government of Haiti, will revert to the Joint Operations Centre. The Joint Operations Centre will comprise an Operations Monitoring and Reporting Unit, which will be responsible for the coordination, monitoring and reporting of Mission-wide routine and emergency response operations, and a Plans Coordination Office within the Office of the Chief of the Centre, which will be responsible for responding to requests for assistance by the Government of Haiti and the United Nations country team.

Expected accomplishments	*Indicators of achievement*
2.1 Secure and stable environment in Haiti	2.1.1 Decrease in the number of homicides reported in the country (2010/11: 911; 2011/12: 774; 2012/13: 658)
	2.1.2 Decrease in the number of kidnappings reported in Port-au-Prince (2010/11: 184; 2011/12: 140; 2012/13: 120)
	2.1.3 Decrease in the number of Haitian National Police officers wounded or killed in the line of duty (2011/12: 125; 2012/13: 100)
	2.1.4 Decrease in the number of armed gangs reported to be active in the hotspot areas of Cité Soleil, Bel-Air and Martissant (2010/11: 27; 2011/12: 23; 2012/13: 20)
	2.1.5 Decrease in the number of security incidents in departments from which the United Nations military presence has been withdrawn (2010/11: Grande-Anse: 12; South: 13; Nippes: 12; North-West: 7; 2011/12: Grande-Anse: 10; South: 10; Nippes: 10; North-West: 6; 2012/13: Grande-Anse: 8; South: 8; Nippes: 8; North-West: 4)

Outputs

- Daily joint operations and patrols by United Nations police and formed police units with the Haitian National Police to reinforce security in identified high-crime areas and in the largest camps for displaced persons, and to maintain joint mobile teams with the Haitian National Police to conduct random patrols in spontaneous and small camps for displaced persons
- Daily operations by troops and United Nations police to provide site security and escorts to humanitarian and development organizations and to strengthen security at aid distribution and registration points
- Daily patrols and operations by troops and formed police units to reinforce security in crime-prone areas, and the conduct of major tactical operations in areas of criminal gang activity

- Daily patrols and operations by troops and formed police units to secure key sites and installations, and the daily conduct of fixed and mobile checkpoints along major roads
- Weekly patrols and operations by troops at the border between Haiti and the Dominican Republic, and daily monitoring at all border crossings
- Daily operational readiness of a quick-reaction capacity on the part of troops and formed police units to prevent and deter the escalation of security threats in all Haitian departments
- Weekly joint operations by United Nations police with the Haitian National Police to conduct preventive joint tactical patrols and tactical operations against criminal targets, based on intelligence-led investigations and strategic operational planning
- Daily joint patrols by United Nations police with the Haitian National Police at and along all four principal land border crossings, and the maintenance of a joint continuous presence at those border crossings
- Regular operations, upon request and when possible, by troops and United Nations police to assist the Haitian Maritime Police in conducting coastal patrols, and weekly joint military/United Nations police operations and biweekly joint operations by United Nations police and the Haitian National Police to assist the Haitian National Police in conducting patrols and operations against suspected criminals
- Airborne support, upon request and when feasible, provided by troops and United Nations police to the Haitian National Police for the deployment of resources in remote areas or coastal islands, or for the conduct of aerial reconnaissance in preparation for sweep operations in crime-prone areas
- Daily logistical and technical support for the Haitian National Police to implement community policing, develop operational plans and conduct performance evaluations of national police officers, including through mentoring and collocation in 58 Haitian National Police commissariats and sub-commissariats
- Technical support for and mentoring of the Haitian National Police to support anti-kidnapping and anti-drug-trafficking efforts
- Daily technical and logistical support for ministries, local authorities and community groups and leaders to develop and implement 31 community violence reduction projects in order to generate employment and provide legal aid, socio-economic opportunities and psychosocial assistance to 35,000 beneficiaries, including youth at risk or linked to armed groups, prison inmates, and children and women affected by violence, in 14 crime-prone and vulnerable areas identified by the Government
- Implementation of 1 public outreach and community mediation project to support the work of community leaders, youth representatives, women's organizations and local authorities in 14 crime-prone and vulnerable areas
- Implementation of 80 sensitization and social mobilization activities for vulnerable groups in crime-prone areas to promote a culture of peace and raise awareness regarding sexual and gender-based violence, including through the use of print and broadcast media outlets
- Organization of 3 meetings with community representatives and gang leaders, and advocacy for 5 community reintegration programmes for children and adolescents, to be implemented by partners in cooperation with UNICEF, to promote sensitization and social mobilization to prevent the involvement of children and adolescents in gangs
- Conduct of a mapping exercise with respect to services available to children in communities affected by armed violence, in coordination with UNICEF and other implementing partners

- 1 research study, undertaken in cooperation with UNICEF and other partners, on the scope and impact of the recruitment and use of children by armed gangs
- Conduct of 10 joint assessments and intervention operations with the Haitian National Police's Brigade for the Protection of Minors and UNICEF to respond to child rights violations

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the development and strengthening of the operational and institutional capacities of the Haitian National Police	2.2.1 Increase in the number of national police officers per 10,000 residents (2010/11: 10.1; 2011/12: 11.7; 2012/13: 12)
	2.2.2 Increase in the number of female Haitian National Police personnel who are police officers, achieved by targeting a ratio of 30 per cent female officers in the 24th promotion courses at the Police Academy in Port-au-Prince (2010/11: 803; 2011/12: 923; 2012/13: 1,050)
	2.2.3 Establishment of a Strategic Planning Unit in the Haitian National Police

Outputs

- Basic training for 1,400 police cadets, including a 12-month field training programme and background checks of the applicants
- Conduct of field coaching for 2,000 Haitian National Police officers to update their professional knowledge and competencies
- 20 specialized training courses for 600 Haitian National Police officers on justice, special weapons and tactics, public order, forensics and sexual and gender-based violence, and 3 advanced training courses for 250 senior Haitian National Police officers with the rank of police inspector and commissioner, on leadership skills, sexual and gender-based violence and human rights
- Daily technical assistance to the Haitian National Police, in conjunction with the Office of the Inspector-General, on the joint programme for the integrity-vetting of 3,000 Haitian National Police officers
- Weekly technical assistance to the Haitian National Police, in conjunction with other Haitian authorities, on the development of an integrated border management strategy
- Daily technical assistance to the Haitian National Police on the development of the border components, with a specific focus on maritime borders, through the Haitian Coast Guard in Port-au-Prince, Cap-Haïtien and Les Cayes, as well as the two international airports and the four principal land border crossing points
- Daily technical assistance to the Haitian National Police on the planning, management and coordination of the Haitian National Police development plan for 2012-2016
- Daily capacity-building support for the Central Division of Administrative and General Services of the Haitian National Police on the establishment of a sustainable police service in accordance with the Haitian National Police reform plan

- Weekly technical assistance to the Haitian National Police on the continued enhancement of its budget and finance system and on increasing the capacity of its procurement management system
- Daily support for and technical assistance to the Haitian National Police on the development of its infrastructure, facilities, logistics, supply, fleet management and internal communications systems
- 2 public awareness campaigns on the prevention of sexual and gender-based violence
- Monthly meetings with the Ministry of Women's Affairs and Women's Rights and women's organizations to advise on the implementation of the national action plan on sexual and gender-based violence
- 2 training workshops for 50 Government officials on women's security concerns, and 5 training workshops for 25 local government officials, 25 local non-governmental organization staff and 25 community leaders on sexual and gender-based violence at the departmental level
- Establishment of special areas at 6 Haitian National Police stations for the reception of victims of sexual and gender-based violence, and monthly meetings with partners, including the United Nations country team and international and national non-governmental organizations, on the handling of cases of sexual and gender-based violence
- 10 training sessions, in cooperation with the United Nations country team and in collaboration with Haitian National Police instructors, for 250 Haitian National Police personnel (25 officers from each of the 10 departments) on sexual and gender-based violence; 1 workshop for 30 Haitian National Police instructors on the drafting and implementation of gender training materials to be used by the Haitian National Police; and one training-of-trainers course for 20 Haitian National Police officers to train future investigators of sexual and gender-based violence
- Technical support for the Haitian National Police through 5 training sessions to build the capacity of its Brigade for the Protection of Minors to screen children at border crossing points and international airports and to maintain a newly established database on cases of child trafficking
- Support, through the provision of personnel and vehicles, for the collocation of the Brigade for the Protection of Minors at two border crossing points with the Dominican Republic, with intermittent patrols along the border between Haiti and the Dominican Republic and at the international airport in Port-au-Prince
- Technical support, in collaboration with the United Nations country team, for the Brigade for the Protection of Minors and the Institute for Welfare and Social Research at two border crossing points with the Dominican Republic, two airports and two seaports
- Logistical support, in cooperation with UNICEF, for the Brigade for the Protection of Minors and the Institute for Welfare and Social Research to maintain 6 joint offices in border areas, at seaports and at Port-au-Prince airport
- Monthly technical support for the Government to implement a national plan for HIV/AIDS prevention and control, in order to reduce maternal transmission, the death rate and discrimination
- Conduct of public information campaigns to raise public awareness of sexual and gender-based violence, child protection issues and the role of the Brigade for the Protection of Minors, as well as police reform, the role of the Mission in assisting the Government in maintaining stability, and the reform of rule-of-law institutions, using various public information, advocacy and public outreach activities, including bimonthly thematic broadcasts in camps for internally displaced persons; and sensitization of the Haitian population through print, video, the Internet, workshops and training activities at 9 multimedia centres, promotional materials, media engagement and radio and television broadcasts

Expected accomplishments	*Indicators of achievement*
2.3 Reform and institutional strengthening of the judicial and corrections systems	2.3.1 Draft legislation on judicial reforms (penal code, penal procedure code, juvenile justice, auxiliaries of justice, legal aid) submitted to Parliament
	2.3.2 Increase in the number of functional legal aid offices (2010/11: 12; 2011/12: 15; 2012/13: 20)
	2.3.3 Decrease in the percentage of inmates held in pretrial detention in Port-au-Prince (2010/11: 88 per cent; 2011/12: 65 per cent; 2012/13: 72 per cent) and in the regions (2010/11: 50 per cent; 2011/12: 45 per cent; 2012/13: 42 per cent)
	2.3.4 Increase in the overall cell space available in prisons (2010/11: 3,278.3 m^2; 2011/12: 3,606.2 m^2; 2012/13: 3,966 m^2)
	2.3.5 The Superior Council of the Judiciary and the Judicial Inspectorate are operational
	2.3.6 Decrease in the number of juveniles held in adult prison facilities (2010/11: 207; 2011/12: 186; 2012/13: 168)
	2.3.7 Decrease in the number of violent deaths of inmates (2010/11: 6; 2011/12: 3; 2012/13: 0)

Outputs

- Regular meetings (weekly or biweekly, as required) with the Ministry of Justice and Public Security to provide technical support with respect to the operationalization of the Superior Council of the Judiciary, coordination with donors on rule-of-law initiatives, and senior judicial appointments and the reform of key legislation (e.g., the criminal code and the penal procedure code)
- Monthly meetings with national governmental counterparts and periodic meetings with international partners, including donors, on progress towards objectives and targets set out in the Government's rule-of-law strategy
- Technical assistance in the organization of a workshop for members of the Parliament's ethics and anti-corruption commissions (9 members from the Lower House and 7 members from the Senate) on the draft bill on the prevention and repression of corruption, and in the organization of a technical workshop with relevant Government entities to review the 2001 law on money-laundering in the light of the recommendations of the Financial Action Task Force
- Monthly technical support for 20 chief prosecutors on the use of registers for the prosecution service and on capacity-building in records management
- Daily technical support for 20 judges in managing judicial chambers and handling cases involving minors
- Weekly technical support for 4 judges working on cases involving minors
- Weekly technical advice to court registrars and clerks of the 20 district courts on file and records management

- 15 training seminars for 15 legal assistance offices on human rights and civil liberties
- Weekly logistical and technical assistance to all Ministry of Justice and Public Security working groups established for the revision of legal codes, and the training of 100 judicial actors on any new legal provisions
- Weekly technical and logistical assistance to the Superior Council of the Judiciary in drafting internal regulations and procedures and exercising its oversight and regulatory authority, in particular the certification of magistrates
- Monthly logistical support and technical assistance for judicial actors and civil society organizations to facilitate mutual cooperation and foster interaction and information-sharing
- Daily support for the Magistrates' School to recruit new magistrates and train judges, prosecutors, justices of the peace, registry clerks and bailiffs
- Daily technical support for the Ministry of Justice and Public Security and the Ministry of Social Affairs and Labour to establish at least one additional juvenile rehabilitation centre and 3 juvenile courts, train 25 magistrates and strengthen the administrative capacities of 22 legal aid offices in 18 jurisdictions, as well as to draft a national legal aid system law and amend the 1989 legal aid law
- Technical support to build the capacity of 14 judges in the area of juvenile justice through monthly field visits and workshops
- Weekly technical advice and assistance to 700 judicial officials (prosecutors, investigating judges, trial judges, justices of the peace, clerks and registrars) to ensure transparency and due process in judicial administration and proceedings
- Weekly technical support for judicial institutions and the Haitian National Police in order to coordinate activities and practices with regard to arrest and detention procedures
- Weekly technical advice to and support for the Judicial Inspectorate in order to improve the performance of the judicial system
- Technical support for chief judges, chief prosecutors and court clerks of 20 district courts on the reorganization of the registry
- Daily technical advice and assistance to corrections officials to assess and address security, infrastructure, staffing and training needs, including through daily visits to 17 prisons and the Directorate of Prison Administration
- Weekly technical advice and assistance to the Director of the Directorate of Prison Administration on the implementation of administrative procedures
- Technical support on the conduct of specialized induction training for 300 corrections officer recruits, prison management training for 80 managers and refresher training for 40 registrars on the automated fingerprint identification system and database management
- Technical support for the Directorate of Prison Administration to implement inmate management practices aimed at increasing the time spent by inmates outside their detention cells, through skills development and professional development
- Daily technical advice to and support for corrections officers to conduct security assessments, monitor and evaluate workplans and develop budget forecasts and management accountability, implement programmes and conduct training

- Organization of public information advocacy and outreach campaigns to raise public awareness regarding detention conditions and the situation of juveniles and women in conflict with the law, through the publication of pamphlets and the conduct of sensitization workshops at multimedia centres
- Technical support to build the capacity of 50 judges with regard to juvenile cases, through 5 meetings and monthly field visits
- Conduct of public information campaigns to raise public awareness of detention conditions, the situation of juveniles in conflict with the law, the reform of judicial procedures and correctional institutions, and the capacity-building efforts of rule-of-law institutions, using various public information, advocacy and public outreach activities, including bimonthly thematic broadcasts in camps for internally displaced persons; and sensitization of the Haitian population through print, video, the Internet, workshops and training activities at 9 multimedia centres, promotional materials, media engagement and radio and television broadcasts

External factors

Food and energy prices will remain within the Government's target range. Donors will provide funding to support institutional capacity-building activities in the rule-of-law sector. The Government and Parliament will cooperate in implementing a rule-of-law reform agenda and will adhere to their commitments on the reform of the police, the judiciary and the prison administration

Table 10
Human resources: component 2, security, public order and development of the rule of law

Category	*Total*
I. Military contingents	
Approved 2011/12	**8 940**
Proposed 2012/13	**7 340**
Net change	**(1 600)**
II. United Nations police	
Approved 2011/12	**1 351**
Proposed 2012/13	**1 351**
Net change	**—**
III. Formed police units	
Approved 2011/12	**2 940**
Proposed 2012/13	**1 790**
Net change	**(1 150)**
IV. Government-provided personnel	
Approved 2011/12	**100**
Proposed 2012/13	**100**
Net change	**—**

V. Civilian staff	*International staff*								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2011/12	—	1	—	—	—	**1**	4	—	**5**
Proposed posts 2012/13	—	1	—	—	—	**1**	4	—	**5**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2011/12	—	—	—	—	1	**1**	1	—	**2**
Proposed temporary positions[b] 2012/13	—	—	—	—	1	**1**	1	—	**2**
Net change	—	—	—	—	—	—	—	—	—
Office of the Police Commissioner									
Approved posts 2011/12	—	2	5	—	1	**8**	6	22	**36**
Proposed posts 2012/13	—	2	5	—	1	**8**	6	13	**27**
Net change	—	—	—	—	—	—	—	**(9)**	**(9)**
Approved temporary positions[b] 2011/12	—	—	4	1	—	**5**	12	—	**17**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	10	—	**10**
Net change	—	—	**(4)**	**(1)**	—	**(5)**	**(2)**	—	**(7)**
Joint Mission Analysis Centre									
Approved posts 2011/12	—	—	1	1	1	**3**	—	1	**4**
Proposed posts 2012/13	—	—	2	1	1	**4**	—	2	**6**
Net change	—	—	**1**	—	—	**1**	—	**1**	**2**
Approved temporary positions[b] 2011/12	—	—	—	3	—	**3**	—	2	**5**
Proposed temporary positions[b] 2012/13	—	—	—	1	—	**1**	—	—	**1**
Net change	—	—	—	**(2)**	—	**(2)**	—	**(2)**	**(4)**
Joint Operations Centre (formerly Joint Operations and Tasking Centre)									
Approved posts 2011/12	—	—	1	4	—	**5**	—	—	**5**
Proposed posts 2012/13	—	—	2	3	—	**5**	—	1	**6**
Net change	—	—	**1**	**(1)**	—	—	—	**1**	**1**
Approved temporary positions[b] 2011/12	—	—	2	—	1	**3**	—	1	**4**
Proposed temporary positions[b] 2012/13	—	—	—	—	1	**1**	—	—	**1**
Net change	—	—	**(2)**	—	—	**(2)**	—	**(1)**	**(3)**
Justice Section									
Approved posts 2011/12	—	1	7	8	—	**16**	20	8	**44**
Proposed posts 2012/13	—	1	7	8	—	**16**	21	8	**45**
Net change	—	—	—	—	—	—	**1**	—	**1**

Approved temporary positions[b] 2011/12	—	—	—	3	—	3	7	—	10
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	1	—	1
Net change	—	—	—	(3)	—	(3)	(6)	—	(9)
Corrections Unit									
Approved posts 2011/12	—	—	1	1	—	2	3	2	7
Proposed posts 2012/13	—	—	1	2	—	3	3	2	8
Net change	—	—	—	1	—	1	—	—	1
Approved temporary positions[b] 2011/12	—	—	—	4	1	5	2	—	7
Proposed temporary positions[b] 2012/13	—	—	—	—	1	1	—	—	1
Net change	—	—	—	(4)	—	(4)	(2)	—	(6)
Community Violence Reduction Section									
Approved posts 2011/12	—	—	2	3	1	6	20	6	32
Proposed posts 2012/13	—	—	2	3	1	6	20	6	32
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2011/12	—	—	—	—	—	—	6	—	6
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	2	—	2
Net change	—	—	—	—	—	—	(4)	—	(4)
Legal Affairs Section									
Approved posts 2011/12	—	—	3	1	1	5	2	—	7
Proposed posts 2012/13	—	—	3	1	1	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2011/12	—	—	1	1	—	2	—	—	2
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	(1)	(1)	—	(2)	—	—	(2)
Total, civilian staff									
Approved posts 2011/12	—	4	20	18	4	46	55	39	140
Proposed posts 2012/13	—	4	22	18	4	48	56	32	136
Net change	—	—	2	—	—	2	1	(7)	(4)
Approved temporary positions[b] 2011/12	—	—	7	12	3	22	28	3	53
Proposed temporary positions[b] 2012/13	—	—	—	1	3	4	14	—	18
Net change	—	—	(7)	(11)	—	(18)	(14)	(3)	(35)

Total									
Approved 2011/12	—	4	27	30	7	**68**	83	42	**193**
Proposed 2012/13	—	4	22	19	7	**52**	70	32	**154**
Net change	—	—	**(5)**	**(11)**	—	**(16)**	**(13)**	**(10)**	**(39)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

Office of the Police Commissioner

International staff: decrease of 5 temporary positions

National staff: decrease of 2 temporary positions

United Nations Volunteers: decrease of 9 positions

Table 11
Human resources:[a] Office of the Police Commissioner

Change	*Level*	*Functional title*	*Post action*	*Description*
United Nations Volunteers				
-1	UNV	Programme Officer	Reassigned	To Supply Section
-2	UNV	Programme Officer	Reassigned	To Engineering Section
-1	UNV	Programme Officer	Reassigned	To Office of the Special Representative of the Secretary-General
-1	UNV	Programme Officer	Reassigned	To Joint Mission Analysis Centre
-1	UNV	Programme Officer	Reassigned	To Joint Operations Centre
-2	UNV	Programme Officer	Reassigned	To Communications and Public Information Section
-1	UNV	Programme Officer	Reassigned	To Property Management Section

[a] Seven temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 73 below).

71. The Office of the Police Commissioner is responsible for the guidance and management of the Mission's police component, which is mandated to enhance and reinforce the operational and institutional capacities of the Haitian National Police to sustain geographic and functional responsibilities related to law and order in accordance with the Haitian National Police development plan for 2012-2016.

72. Given the urgent requirements in other sections of the Mission, it is proposed that nine positions of Programme Officer (United Nations Volunteer) be reassigned, as follows: one to the Supply Section as Supply Assistant; two to the Engineering Section as Engineer positions; one to the Office of the Special Representative of the Secretary-General as Board of Inquiry Assistant; one to the Joint Mission Analysis Centre as Strategic Analyst; one to the Joint Operations Centre as Information Analyst; one to the Property Management Section as Property Management Assistant; and two to the Communications and Public Information Section, as Photographer and Public Information Assistant positions.

73. In line with the partial reduction in the post-earthquake surge activities, and on the basis of the Mission's assessment to optimize available resources, it is also proposed that seven temporary positions, of Senior Rule of Law Officer (P-5), Senior Planning Officer (P-5), Senior Political Affairs Officer (P-5), Procurement Officer (P-4), Public Information Officer (P-3), Rule of Law Officer (national Professional Officer) and Data Entry Assistant (national General Service), be abolished.

Joint Mission Analysis Centre

International staff: increase of 1 post and decrease of 2 temporary positions

United Nations Volunteers: increase of 1 position and decrease of 2 temporary positions

Table 12
Human resources:[a] Joint Mission Analysis Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-4	Information Officer	Reassigned	From Political Affairs Section
United Nations Volunteers					
	+1	UNV	Strategic Analyst	Reassigned	From Office of the Police Commissioner

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 77 below).

74. The Joint Mission Analysis Centre is an integrated structure to support planning and decision-making by the Head of Mission and the mission leadership team, and to support the development of risk assessment. The Centre is responsible for gathering, analysing and synthesizing information, including intelligence-related material with a view to preparing integrated analyses that are timely, accurate, complete and useful, in supporting the planning, decision-making and implementation of the Mission's mandate.

75. In this context, it is proposed that one post of Programme Officer (P-4) be reassigned from the Political Affairs Section as Information Officer. The proposal represents the regularization of the temporary loan of the post to the Joint Mission Analysis Centre since September 2010. The incumbent would continue to support and facilitate integrated analysis on threats and risks facing MINUSTAH in the implementation of its mandate, specifically on political issues with potential security implications.

76. It is also proposed that the temporary loan since September 2011 of one position of Programme Officer (United Nations Volunteer) from the Office of the Police Commissioner be regularized through the reassignment of the position to the Joint Mission Analysis Centre as Strategic Analyst. Taking into account the partial drawdown of the post-earthquake surge capacity, the Strategic Analyst will provide in-depth assessments of the security situation as well as security analysis by sector and respond to emerging requirements as requested by the Mission's senior leadership.

77. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions, of Information Analyst (P-3), Information Systems Officer (P-3) and Strategic Analyst (2 United Nations Volunteer), be abolished.

Joint Operations Centre (formerly Joint Operations and Tasking Centre)

International staff: decrease of 2 temporary positions

United Nations Volunteers: increase of 1 position and decrease of 1 temporary position

Table 13
Human resources:[a] Joint Operations Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-4	Operations Officer	Reassigned	From Communications and Public Information Section
	-1	P-3	Operations Officer	Reassigned	To Office of the Special Representative of the Secretary-General
United Nations Volunteers					
	+1	UNV	Information Analyst	Reassigned	From Office of the Police Commissioner

[a] Three temporary positions will be abolished owing to the decrease in assistance coordination functions (see para. 82 below).

78. As from the 2012/13 period, it is proposed that the name of the Joint Operations and Tasking Centre revert to Joint Operations Centre in order to reflect the steady diminution of the assistance coordination functions of MINUSTAH. The Chief of the Joint Operations Centre reports to the Chief of Staff and provides operational reporting and planning support to the two Deputy Special Representatives of the Secretary-General. The Centre comprises two units: the Operations Monitoring and Reporting Unit and the Office of the Chief, which encompasses the plans coordination function. The Centre is responsible for: (a) providing a focal point that ensures that the Government and the United Nations country team have appropriate access to the Mission's assets and resources for reconstruction activities and enabling activities that strengthen Government capacity, such as support for high-profile visits and programme launches; (b) facilitating situational awareness within the United Nations system in Haiti through operational information shared in daily situation reports and emergency incident reporting made possible by a round-the-clock operations monitoring centre; and (c) coordinating the Mission's crisis management centre, facilitating informed decisions by MINUSTAH senior management on the use of Mission resources in response to natural disasters or other significant crisis events.

79. In this context, it is proposed that one position of Programme Officer (United Nations Volunteer) be reassigned from the Office of the Police Commissioner as Information Analyst to regularize the current temporary loan of the position and to ensure that the requisite monitoring, reporting and crisis management responsibilities of the Joint Operations Centre are sustained. The functions would entail expanded

cross-sector monitoring, reporting and crisis management functions and would include a specialist reporting function in the Mission's crisis management centre.

80. In the light of the fact that the temporary position of Operations Officer (P-4) serving as Deputy Chief of Section is proposed for abolishment (see para. 82 below), it is proposed that one post of Public Information Officer (P-4) be reassigned from the Communications and Public Information Section as Operations Officer, in keeping with the Department of Peacekeeping Operations/Department of Field Support policy guidelines for joint operations centres. As the Deputy Chief of the Section, the incumbent has the dual role of deputizing for the Chief of the Joint Operations Centre as required and leading the Operations Monitoring and Reporting Unit in supervising a team consisting of one Operations Officer (P-3), one Information Analyst (P-3), one Information Analyst (United Nations Volunteer) and nine uniformed military and police personnel who are responsible for the accurate collation and verification of cross-sectoral information. The team would also maintain a round-the-clock operations monitoring centre that would work closely with the military, the police, the Department of Safety and Security and the security operations centres of United Nations agencies to facilitate coordinated Mission reporting and, as needed, response to crisis events. Moreover, the Joint Operations Centre will continue to be responsible for the Mission crisis management centre. Within the Office of the Chief of the Joint Operations Centre, one Administrative/Training Assistant (temporary Field Service position) will continue to provide the necessary administrative and training coordination support, while one Operations Officer (P-3), supported by one uniformed military or police staff member, will continue to facilitate and coordinate Mission-wide support for the Government of Haiti and the United Nations country team on high-profile events and projects that support reconstruction efforts and the strengthening of Government capacity.

81. On the basis of the reduction in the need for MINUSTAH support for urgent humanitarian and relief tasks, it is proposed that one post of Operations Officer (P-3) be reassigned to the Office of the Special Representative of the Secretary-General.

82. In line with the downsizing of the Mission's post-earthquake surge capacity, it is also proposed that the temporary positions of Operations Officer (Team Leader) (2 P-4) and Reporting Officer (1 United Nations Volunteer) be abolished.

Justice Section

International staff: decrease of 3 temporary positions

National staff: increase of 1 post and decrease of 6 temporary positions

Table 14
Human resources:[a] Justice Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	NPO	Judicial Affairs Officer	Reassigned	From Transport Section

[a] Nine temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 84 below).

83. It is proposed that one post of Transport Officer (National Professional Officer) be reassigned from the Transport Section to the Justice Section as Judicial Affairs Officer. The incumbent will provide expertise in Haitian law and will be located in the Mission's regional office in Miragoâne, which is in line with the Mission's goal of increasing local capacities in the legal and judicial fields.

84. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that nine temporary positions of Judicial Affairs Officer (3 P-3 and 6 National Professional Officer) be abolished.

Corrections Unit

International staff: increase of 1 post and decrease of 4 temporary positions

National staff: decrease of 2 temporary positions

Table 15
Human resources:[a] Corrections Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Corrections Officer	Reassigned	From Communications and Public Information Section

[a] Six temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 87 below).

85. The mandate of the Corrections Unit is to contribute to the maintenance of sustainable peace and security by providing essential support to the Directorate of Prison Administration with a view to the development and management of a viable, safe, secure and humane prison system free of human rights violations, through the transfer of knowledge and skills.

86. In this context, it is proposed that one post of Public Information Officer (P-3) be reassigned from the Communications and Public Information Section as Corrections Officer. The incumbent will assist the Chief of the Unit (P-4) in managing the Unit, as well as direct and guide the work of Corrections Officers in the field, report on results and manage projects.

87. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed that six temporary positions, of Corrections Officer (3 P-3), Policy and Planning Officer (P-3) and Administrative Assistant (2 national General Service), be abolished.

Community Violence Reduction Section

National staff: decrease of 4 temporary positions

88. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions of Coordination Officer (National Professional Officer) be abolished.

Legal Affairs Section

International staff: decrease of 2 temporary positions

89. While the workload of the Legal Affairs Section, which increased as a result of the 2010 earthquake, has not completely returned to its pre-earthquake levels, it has subsided sufficiently to enable the Section to manage its workload with its regular staff. Consequently, it is proposed that the temporary positions of Legal Affairs Officer (P-4 and 1 P-3) be abolished.

Component 3: human rights

90. Component 3 covers the Mission's activities to assist the Government in protecting and promoting human rights, and consists of the Human Rights Section, the Child Protection Unit and the Gender Unit. Efforts will focus on assisting Haitian authorities in protecting human rights, in particular the rights of children and women, as well as increasing the accountability and transparency of State institutions and State officials through judicial and civil society oversight. To this end, the three main priorities during the 2012/13 period will be: (a) combating impunity for human rights violations including violations committed by the police, strengthening the rule of law, reducing rates of illegal detention, increasing access to the judiciary and the right to a fair trial, and combating sexual and gender-based violence; (b) supporting the progressive implementation of economic, social and cultural rights, with a focus on access to education, health, adequate housing and water, and sanitation for vulnerable groups, in particular women, children, persons with disabilities and populations living in camps; and (c) increasing compliance and engagement by the Government of Haiti with United Nations human rights mechanisms and bodies and Security Council resolutions on women and peace and security.

91. Focusing on human rights in the administration of justice, the Mission, in cooperation with the United Nations country team, will continue to support investigations and prosecutions by the Haitian National Police and the judiciary, respectively, in particular with regard to the response to individual cases of human rights violations committed by the police and human rights violations in the context of deprivation of liberty and sexual and gender-based violence. The Mission will focus on individual cases and its interaction with State authorities to identify systematic human rights concerns and corresponding solutions, and support the Government in taking remedial action. MINUSTAH will also continue to advocate, facilitate and support the definition of public policy priorities at the local and national levels, that are conducive to the progressive implementation of women's and children's rights as well as the rights to education, health, housing, water and sanitation.

Expected accomplishments	*Indicators of achievement*
3.1 Increased compliance with international human rights standards by State entities, including the national human rights institution which is responsible for respecting and promoting the rights to justice, education, health, adequate housing, water and sanitation, in their respective policies and programmes	3.1.1 Adoption by Parliament of the organic law on the Office for the Protection of Citizens and its implementation by the Office 3.1.2 Increased capacity of the Office for the Protection of Citizens, including its field offices, to address human rights violations in the context of detention conditions and promote human rights (2011/12: 286 cases; 2012/13: 400 cases) 3.1.3 Establishment of an institutionalized training curriculum and programme on human rights by the Magistrates' School and the Police Academy

Outputs

- Technical advice to the Office for the Protection of Citizens to develop and implement its organic law, and advocacy towards members of Parliament for the adoption of the law
- Technical advice to and logistical support for the regional offices of the Office for the Protection of Citizens to monitor human rights violations and promote human rights with the penitentiary, police, judicial and municipal authorities
- Technical advice to and support for the Magistrates' School and the Police Academy to develop an institutionalized human rights curriculum, and support for the Magistrates' School to carry out human rights training
- 2 public information campaigns to sensitize Haitian communities on the Convention on the Elimination of All Forms of Discrimination against Women and Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1960 (2010)
- Advocacy, through 2 meetings with the Commission on Social Affairs of Parliament, on the ratification of the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
- Technical support for stakeholders, including judges for minors, the Haitian National Police Brigade for the Protection of Minors and the Institute for Welfare and Social Research, in the field of juvenile justice and child trafficking through participation in weekly meetings on the drafting of the child protection code, monthly juvenile justice round-table meetings, monthly visits to detention centres to follow up on juveniles' files and the conditions of detention, and the organization of at least 2 thematic workshops on juvenile justice and child trafficking
- Organization, in coordination with UNICEF, of 22 child protection meetings in 10 departments, national and international children's days to raise awareness about the protection and promotion of child rights, and 3 media campaigns to raise awareness of the law on adoption
- Technical assistance, in collaboration with UNICEF and other partners, to the Government and Parliament to draft laws and regulations that criminalize child trafficking, including through weekly meetings on the revision of the draft law to prevent child trafficking

- Monthly advocacy meetings with the Ministry of Justice and Public Security for the registration of foster families to rehabilitate juveniles as an alternative to detention, for the construction of 3 rehabilitation centres and for the implementation of a legal assistance programme for children in conflict with the law
- Organization of 10 human rights campaigns to raise public awareness of women's rights and human rights, as well as children's rights, through print, video, the Web, workshops and training activities at 9 multimedia centres, promotional materials, media engagement and radio and television broadcasts

Expected accomplishments	*Indicators of achievement*
3.2 Improved judicial and accountability mechanisms, in compliance with international human rights standards, to monitor, investigate and redress violations of civil and political human rights	3.2.1 Continuous investigations by the General Inspectorate of the Haitian National Police into alleged human rights violations by police officers reported by the Human Rights Section (2010/11: 50; 2011/12: 80; 2012/13: 80)
	3.2.2 Increase in the number of sanctions recommendations sent by the General Inspectorate of the Haitian National Police to the General Directorate (2010/11: 15; 2011/12: 8; 2012/13: 16)
	3.2.3 Increase in the number of sanctions taken by the General Directorate based on the recommendations of the General Inspectorate of the Haitian National Police (2010/11: 5; 2011/12: 0; 2012/13: 10)

Outputs

- Monitoring and reporting to penitentiary, police and judicial authorities and, when applicable, to the general public, and advocacy towards penitentiary, police and judicial authorities to reduce human rights violations in the context of deprivation of liberty, in particular for juveniles
- Monitoring and reporting to police and judicial authorities and, when applicable, to the general public and political leaders, and advocacy, technical advice and support towards police and judiciary authorities to investigate and prosecute alleged human rights violations, including by the Haitian National Police, and to take administrative and judicial action as appropriate with respect to proved offenders
- Monitoring and reporting to the Ministry of Women's Affairs and Women's Rights and police and judicial authorities on relevant Security Council resolutions, human rights and women's rights instruments and legal frameworks, and advocacy and technical advice with a view to the investigation and prosecution of cases of sexual and gender-based violence
- Monthly visits and advice to civil society and women's organizations for the implementation of prevention efforts and assistance to survivors, advocacy and technical advice towards police and judicial authorities to investigate and prosecute rape cases, and support for civil society organizations to implement prevention and referral pathway mechanisms for victims
- Monitoring and reporting to police and judicial authorities and, when applicable, to the general public and political leaders, and advocacy and technical advice towards police and judicial authorities to investigate and prosecute rape cases

Expected accomplishments	*Indicators of achievement*
3.3 Increased compliance and engagement by the Government of Haiti with United Nations human rights mechanisms and bodies, in particular the universal periodic review of the Human Rights Council	3.3.1 Sustained implementation by the Government of Haiti of recommendations by the United Nations human rights mechanisms, in particular the universal periodic review of the Human Rights Council (2010/11: 0; 2011/12: 10; 2012/13: 10)
	3.3.2 All requests by United Nations human rights special procedures result in visits to Haiti (2010/11: 5 visits; 2011/12: 3 visits; 2012/13: 2 visits)

Outputs

- Organization of bimonthly meetings with the inter-institutional committee to monitor progress on the implementation of the recommendations resulting from the universal periodic review and to prepare Haiti's reports to the Human Rights Council
- Maintenance of regular contact with the Government to advocate the acceptance of visits by United Nations human rights special procedures to Haiti, and technical and logistical support for the conduct of such visits

External factors

National human rights and rule-of-law institutions will be committed to investigating human rights violations and will cooperate in taking action against police and public officials suspected of such violations. Government and Parliament will provide adequate support to the Office for the Protection of Citizens (ombudsperson institution).

Table 16
Human resources: component 3, human rights

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Rights Section									
Approved posts 2011/12	—	1	6	13	—	**20**	25	6	**51**
Proposed posts 2012/13	—	1	6	12	—	**19**	24	6	**49**
Net change	**—**	**—**	**—**	**(1)**	**—**	**(1)**	**(1)**	**—**	**(2)**
Approved temporary positions[b] 2011/12	—	—	1	1	—	**2**	3	—	**5**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	1	—	**1**
Net change	**—**	**—**	**(1)**	**(1)**	**—**	**(2)**	**(2)**	**—**	**(4)**
Child Protection Unit									
Approved posts 2011/12	—	—	1	—	—	**1**	3	1	**5**
Proposed posts 2012/13	—	—	1	1	—	**2**	3	1	**6**
Net change	**—**	**—**	**—**	**1**	**—**	**1**	**—**	**—**	**1**

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Approved temporary positions[b] 2011/12	—	—	—	2	—	**2**	1	1	**4**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	—	**(2)**	—	**(2)**	**(1)**	**(1)**	**(4)**
Gender Unit									
Approved posts 2011/12	—	—	1	1	—	**2**	5	1	**8**
Proposed posts 2012/13	—	—	2	—	—	**2**	5	1	**8**
Net change	—	—	**1**	**(1)**	—	—	—	—	—
Approved temporary positions[b] 2011/12	—	—	1	—	—	**1**	3	2	**6**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	—	—	—
Net change	—	—	**(1)**	—	—	**(1)**	**(3)**	**(2)**	**(6)**
Total									
Approved posts 2011/12	—	1	8	14	—	**23**	33	8	**64**
Proposed posts 2012/13	—	1	9	13	—	**23**	32	8	**63**
Net change	—	—	**1**	**(1)**	—	—	**(1)**	—	**(1)**
Approved temporary positions[b] 2011/12	—	—	2	3	—	**5**	7	3	**15**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	—	1	—	**1**
Net change	—	—	**(2)**	**(3)**	—	**(5)**	**(6)**	**(3)**	**(14)**
Total									
Approved 2011/12	—	1	10	17	—	**28**	40	11	**79**
Proposed 2012/13	—	1	9	13	—	**23**	33	8	**64**
Net change	—	—	**(1)**	**(4)**	—	**(5)**	**(7)**	**(3)**	**(15)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

Human Rights Section

International staff: decrease of 1 post and 2 temporary positions

National staff: decrease of 1 post and 2 temporary positions

Table 17
Human resources:[a] Human Rights Section

Change	Level	Functional title	Post action	Description
Posts				
-1	P-2	Associate Human Rights Officer	Reassigned	To Child Protection Unit
-1	NPO	Human Rights Officer	Reassigned	To Political Affairs Section

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 93 below).

92. In the Human Rights Section, it is proposed that one post of Associate Human Rights Officer (P-2) be reassigned to the Child Protection Unit as Associate Child Protection Officer and that one post of Human Rights Officer (National Professional Officer) be reassigned to the Political Affairs Section as Political Affairs Officer.

93. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed that four temporary positions of Human Rights Officer (1 P-4, 1 P-3 and 2 National Professional Officer) in the Human Rights Section be abolished.

Child Protection Unit

International staff: increase of 1 post and decrease of 2 temporary positions

National staff: decrease of 1 temporary position

United Nations Volunteers: decrease of 1 temporary position

Table 18
Human resources:[a] Child Protection Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-2	Associate Child Protection Officer	Reassigned	From Human Rights Section

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 96 below).

94. The Child Protection Unit is responsible for mainstreaming child protection throughout the Mission by means of training, advocacy, technical advice and the coordination of a child protection focal point network at Mission headquarters and at the departmental level; serving as an interface among the Mission, the United Nations country team, the Government and actors on the ground; establishing a monitoring and reporting mechanism on grave child rights violations/abuses; providing technical expertise to Mission counterparts, the Government, the United Nations country team and partners for the development of policies and strategies to address issues relating to the rule of law, including trafficking, children affected by armed violence and sexual violence, and juvenile justice; and leveraging political and other resources of the Mission to ensure the protection and prevention of child rights violations.

95. As indicated above, the Child Protection Unit is responsible for planning and conducting all induction and specialized training programmes for military, police and civilian personnel in the context of the mainstreaming of the protection, rights and well-being of children affected by armed conflict. Although the number of personnel in the Unit will be reduced, the training and refresher sessions for military, police and civilian personnel will increase in frequency and number to ensure that MINUSTAH personnel adopt a consistently child-conscious approach to their tasks and demonstrate a high level of conduct and discipline with regard to child welfare. Furthermore, under Security Council resolutions 1882 (2009) and 1998 (2011), the "list of shame" was expanded to include the killing and maiming of children, grave sexual violence against children and recurrent attacks on schools and/or hospitals, which have significantly increased the reporting requirements of the Unit. Accordingly, mechanisms for the collection of data on child rights

violations must be developed and such data compiled in order to provide bimonthly reports, thematic reports and child-protection-related inputs for two reports of the Secretary-General annually. Given the ongoing workload of the Child Protection Unit and the abolishment of temporary positions in the Unit as indicated in paragraph 96 below, it is proposed that one post of Associate Human Rights Officer (P-2) be reassigned from the Human Rights Section as Associate Child Protection Officer. The incumbent will be dedicated to assisting the Unit in the timely preparation and conduct of training, and in ensuring that police, military and civilian personnel adopt a child protection approach in all their undertakings pursuant to Security Council resolution 1261 (1999) and the Department of Peacekeeping Operations policy on the mainstreaming of the protection, rights and well-being of children affected by armed conflict. The incumbent will also perform reporting functions that will entail collaboration with various partners on the development of systematic data collection pertaining to child rights violations, and the drafting of thematic and periodic reports on issues related to child protection. The incumbent will also assist with the establishment of a database for the collection, verification and aggregation of data to be used for reporting purposes with regard to child rights violations and child protection issues, including the trafficking/smuggling of children; children in conflict with the law (juvenile justice); training; children and armed violence; sexual violence against/the exploitation of minors; and displaced children. Finally, the incumbent will be responsible for the management of the Unit during the Unit head's absence, given that the head of the Unit will be the only other internationally recruited staff member.

96. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions, of Child Protection Adviser (1 P-3 and 1 National Professional Officer), Associate Child Protection Officer (P-2) and Reporting Officer (United Nations Volunteer), be abolished.

Gender Unit

International staff: decrease of 1 temporary position

National staff: decrease of 3 temporary positions

United Nations Volunteers: decrease of 2 temporary positions

Table 19
Human resources:[a] Gender Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-4	Gender Affairs Officer	Reassigned	From Humanitarian and Development Coordination Unit
	-1	P-3	Gender Affairs Officer	Reassigned	To Office of the Deputy Special Representative of the Secretary-General

[a] Six temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 100 below).

97. The Gender Unit is responsible for building Mission capacity to fulfil its gender equality mandate and for facilitating the integration of a gender perspective

into the work of all MINUSTAH components, in compliance with Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1960 (2010) and other international and national instruments, through sensitization, training and technical support. It also provides technical support to Government institutions for the integration of gender into national policies and laws, in partnership with other United Nations entities.

98. In this context, it is proposed that one post of Humanitarian Affairs Officer (P-4) be reassigned from the Humanitarian and Development Coordination Unit as Gender Affairs Officer, to strengthen the Gender Unit's training and capacity-building strategy and to facilitate the close monitoring and evaluation mechanisms for its training programme. The Officer will be responsible for spearheading the review and strengthening of the gender training strategy, including increasing the frequency and quality of training, assessing the impact of induction and specialized training for both uniformed and civilian personnel, reviewing training modules, and promoting the development and implementation of an integrated training strategy in collaboration with Mission components and the United Nations country team.

99. It is also proposed that one post of Gender Affairs Officer (P-3) be reassigned to the Office of the Deputy Special Representative of the Secretary-General as Coordination Officer, as indicated in paragraph 35 above.

100. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed that six temporary positions, of Gender Affairs Officer (1 P-4 and 2 National Professional Officer), Programme Assistant (national General Service), Training Officer (United Nations Volunteer) and Reporting Officer (United Nations Volunteer), be abolished.

Component 4: humanitarian and development coordination

101. Component 4 reflects the Mission's activities to assist the Government in building capacity in emergency preparedness and response, reducing poverty and improving the delivery of basic public services. The main priorities of the component during the 2012/13 period will be: (a) assisting the Ministry of Planning and External Cooperation in enhancing its technical and operational capacity in the departments, and strengthening planning and coordination mechanisms that exist at the departmental and community levels (Tables de concertation départementales, Tables de concertation communales and related sectoral groups) to implement an action plan for recovery and development; (b) increasing the involvement of civil society organizations in the design and implementation of development strategies; and (c) assisting the Government in building institutional capacity at the departmental, municipal and local levels to mitigate risks and vulnerabilities related to recurrent natural hazards (e.g., floods and hurricanes) and improve their response capacity.

Expected accomplishments	*Indicators of achievement*
4.1 Improved humanitarian situation and progress towards reconstruction, poverty reduction, economic development and disaster risk mitigation	4.1.1 Increase in the number of municipal civil protection structures that are operational (2010/11: 78; 2011/12: 125; 2012/13: 132)

4.1.2 Increase in the number of disaster risk management committees functioning without external support, to facilitate technical assistance to departmental delegations (2011/12: 0; 2012/13: 5)

4.1.3 Increase in the number of Tables de concertation départementales functioning without external support to advise representations of the Ministry of Planning and External Cooperation (2011/12: 0; 2012/13: 5)

4.1.4 Increase in the number of Tables de concertation départementales and Tables de concertation communales operating on a regular basis (2011/12: 87; 2012/13: 97)

4.1.5 Increase in the number of departments with disaster risk reduction and emergency response plans that are regularly updated, operational and coordinated with the Government of Haiti's national disaster response plan (2011/12: 0; 2012/13: 5)

Outputs

- Daily operations by military engineer companies to conduct public infrastructure activities for road repair, sewage and drainage projects and well-drilling, and to support reconstruction and development, and flood risk mitigation efforts by the Government and international partners
- Daily and weekly advice to and technical support for departmental delegations to improve their response capacity and preparedness for natural disasters, emergencies and epidemics
- Bimonthly technical assistance to 140 municipal administrations to improve their disaster preparedness and response capacity, and the organization of a national workshop on functional, organizational and operational mechanisms for the consultation and coordination framework
- Monthly coordination meetings with local representatives of the Office for the Coordination of Humanitarian Affairs, the United Nations country team and other stakeholders involved in disaster preparedness and risk mitigation
- Conduct of 5 simulation exercises, in coordination with the Office for the Coordination of Humanitarian Affairs and the United Nations country team, to practice the implementation of the Government's crisis response arrangements, including regional cooperation arrangements with the Dominican Republic, where applicable
- Daily and weekly technical advice to and support for the implementation of the 10 Tables de concertation départementales and of 50 Tables de concertation communales
- Conduct of 6 training and awareness-raising activities for local actors involved in the implementation of local mechanisms of consultation and coordination, including civil society groups

- Conduct of various public information campaigns to raise public awareness regarding the resettlement of displaced persons, debris removal, natural risks and disaster management in support of national institutions, using various public information, advocacy and public outreach activities, including bimonthly thematic broadcasts in camps for internally displaced persons; and sensitization of the Haitian population through print, video, the Internet, workshops and training activities at 9 multimedia centres, promotional materials, media engagement and radio and television broadcasts

External factors

Adequate material for road rehabilitation and infrastructure projects will be made available to military engineers. Donors will provide funding to support reconstruction activities and will honour the funding pledges for the Haiti Reconstruction Fund

Table 20
Human resources: component 4, humanitarian and development coordination

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Humanitarian and Development Coordination Unit									
Approved posts 2011/12	—	—	4	1	1	**6**	9	1	**16**
Proposed posts 2012/13[b]	—	—	3	—	—	**3**	7	1	**11**
Net change	—	—	**(1)**	**(1)**	**(1)**	**(3)**	**(2)**	**—**	**(5)**
Approved temporary positions[c] 2011/12	—	—	1	—	—	**1**	6	—	**7**
Proposed temporary positions[b,c] 2012/13	—	—	—	—	—	**—**	3	—	**3**
Net change	—	—	(1)	—	—	**(1)**	(3)	—	**(4)**
Total									
Approved 2011/12	—	—	5	1	1	**7**	15	1	**23**
Proposed 2012/13[b]	—	—	3	—	—	**3**	10	1	**14**
Net change	**—**	**—**	**(2)**	**(1)**	**(1)**	**(4)**	**(5)**	**—**	**(9)**

[a] Includes National Professional Officers and national General Service staff.
[b] Represents 3 P-4 and 7 National Professional Officer posts and 1 United Nations Volunteer and 3 National Professional Officer positions attributed to component 4.
[c] Funded under general temporary assistance.

Humanitarian and Development Coordination Unit

International staff: decrease of 6 posts and 1 temporary position

National staff: decrease of 9 posts and 6 temporary positions

United Nations Volunteers: decrease of 1 position

Table 21
Human resources:[a] Humanitarian and Development Coordination Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-3	P-4	Humanitarian Affairs Officer	Redeployed	To Civil Affairs Section
	-1	P-4	Humanitarian Affairs Officer	Reassigned	To Gender Unit
	-1	P-3	Humanitarian Affairs Officer	Redeployed	To Office of the Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator
	-1	FS	Administrative Assistant	Redeployed	To Office of the Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator
	-1	NPO	Human Rights Officer	Reassigned	To Office of the Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator
	-7	NPO	Humanitarian Affairs Officer	Redeployed	To Civil Affairs Section
	-1	NGS	Administrative Assistant	Redeployed	To Communications and Public Information Section
Temporary positions					
	-3	NPO	Humanitarian and Development Coordination Officer	Redeployed	To Civil Affairs Section
United Nations Volunteers					
	-1	UNV	Humanitarian Affairs Officer	Redeployed	To Civil Affairs Section

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 106 below).

102. While the presence of international aid and development organizations, including the United Nations humanitarian and country teams, is set to remain at a higher level than before the earthquake in the longer term as Haiti furthers its transition from recovery to reconstruction and development, it is anticipated that the resources of the teams will be significantly reduced in 2012/13. Given that the humanitarian situation is still volatile, especially with regard to the sudden occurrence of emergencies, the Mission must ensure further coordination with the humanitarian and country teams, with special attention accorded to the strengthening of Haitian institutional capabilities, including in the areas of disaster risk mitigation, reconstruction and development. The need for enhanced cooperation

is further increased by the context of the transition that the United Nations system in Haiti will initiate in 2012/13, including the reconfiguration of MINUSTAH with the partial drawdown of its post-earthquake surge capacity, and the shared commitment of the Government and international partners to augment the focus placed on and resources allocated to the strengthening of Haitian institutions to enable them to fully assume the affairs of State in a context of (a) improved security conditions, (b) equitable economic and social development nationwide, and (c) the creation of basic social protection measures.

103. In the light of this context of transition, and to meet the objectives reflected above, while at the same time rationalizing the Mission's activities and realigning its resources, it is proposed that the Humanitarian and Development Coordination Unit be merged with the Civil Affairs Section in order to mainstream a humanitarian and development perspective into activities to strengthen the institutional capacity and coordination mechanisms of the Ministry of Planning and External Cooperation and public administration at the central and local levels. With the proposed merger, the Civil Affairs Section will become the main entity of the component, which will also draw support from all other components of the Mission, in particular the military engineers and the Joint Operations Centre, in assisting the Government of Haiti and development organizations in recovery and reconstruction activities.

104. It is therefore proposed that 10 posts of Humanitarian Affairs Officer (3 P-4 and 7 National Professional Officer) and one position of Humanitarian Affairs Officer (United Nations Volunteer), as well as three temporary positions of Humanitarian and Development Coordination Officer (National Professional Officer), be redeployed to the Civil Affairs Section.

105. In addition, it is proposed that one post of Humanitarian Affairs Officer (P-3) and one post of Administrative Assistant (Field Service) be redeployed, and one post of Human Rights Officer (National Professional Officer) be reassigned, to the Office of the Deputy Special Representative of the Secretary-General. It is also proposed that one post of Humanitarian Affairs Officer (P-4) be reassigned to the Gender Unit and that one post of Administrative Assistant (national General Service) be redeployed to the Communications and Public Information Section.

106. Furthermore, in line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions, of Senior Humanitarian and Development Coordination Officer (P-5) and Humanitarian and Development Coordination Officer (3 National Professional Officer), be abolished.

Component 5: support

107. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Team and the Security Section to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate, through the delivery of related outputs and the introduction of service improvements, as well as the realization of efficiency gains. Support will be provided to the authorized strength of 7,340 military contingents, 1,790 formed police personnel and 1,451 United Nations police personnel, including 100 seconded Corrections Officers, as well as to 506 international staff, 1,394 national staff and 225 United Nations Volunteers, including temporary positions. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel

administration, contracts management, finance services, procurement, the maintenance and construction of office and accommodation facilities, air and surface transport operations, communications and information technology, and health care, as well as the provision of security services Mission-wide.

108. The Santo Domingo Support Office will continue to provide administrative and liaison support services functions to all MINUSTAH personnel in Haiti and Santo Domingo, including personnel administration, travel assistance, finance and procurement, the management of training facilities in Port-au-Prince and Santo Domingo (with a view to reducing travel for training) and staff check-in/check-out services, as well as liaison with the Government of the Dominican Republic and the United Nations country team. The Support Office will also serve as the back-up facility for the Mission's disaster recovery and business continuity programme, which will be relocated from the former International Research and Training Institute for the Advancement of Women and thereby reduce annual operational costs by $190,000, in terms of the rental of premises, back-up servers and fibre-link connections. As indicated in paragraphs 6 and 20 above, a strategic assessment and high-level functional review analysis of the Support Office was completed in February 2012, to complement the audit on change management that had been completed by the Office of Internal Oversight Services. Key performance indicators will be established to further improve service delivery with a view to identifying additional cost savings.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient administrative, logistical and security support to the Mission	5.1.1 Maintenance of access to medical services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince (2010/11: 24 hours, 7 days; 2011/12: 24 hours, 7 days; 2012/13: 24 hours, 7 days)
	5.1.2 Maintenance of access to medical services during working hours and on call after working hours for all MINUSTAH personnel in the regions (2010/11: 8 hours, 5 days; 2011/12: 8 hours, 5 days; 2012/13: 8 hours, 5 days)
	5.1.3 Maintenance of access to medical services during working hours and on call after working hours for all MINUSTAH personnel in Santo Domingo (2010/11: 0 hours; 2011/12: 8 hours, 5 days; 2012/13: 8 hours, 5 days)
	5.1.4 Launch of the ePT8 (travel authorization), eF10 (voucher for reimbursement of expenses) and check-in/check-out modules of the Field Support Suite, as well as Progen replicas for payroll and the Sun-Mercury interface
	5.1.5 Maintenance of the check-in/check-out service at the Santo Domingo Support Office that provides Mission-specific briefings and processes initial payments to newcomers prior to their arrival in Haiti

Outputs

Service improvements

- Provision of medical care on a 24-hours-a-day, 7-days-a-week basis to all MINUSTAH personnel in Port-au-Prince, and on an 8-hours-a-day, 5-days-a-week basis during working hours and on call after working hours to all MINUSTAH personnel in the regions and in Santo Domingo
- Implementation of ePT8 (travel authorization), eF10 (voucher for reimbursement of expenses) and check-in/check-out modules of the Field Support Suite as well as Progen replicas for payroll and the Sun-Mercury interface
- Streamlined finance, procurement and personnel service provision from a back-office location
- Restructuring of administrative services
- Revision of the finance, personnel and procurement standard operating procedures to take into account the revised process flows between Port-au-Prince and Santo Domingo and to minimize the duplication of processes between the two locations
- Provision of check-in/check-out services at the Santo Domingo Support Office for 506 international staff and 225 United Nations Volunteers
- Maintenance of the Mission's back-up server in its current location at the Santo Domingo Support Office

Military, police and civilian personnel

- Emplacement, rotation and repatriation of the authorized strength of 7,340 military contingent personnel, 1,790 formed police personnel and 1,451 United Nations police officers (including 100 seconded Corrections Officers)
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for 7,221 military contingent personnel and 1,790 formed police personnel
- Storage and supply of 9,866 tons of fresh rations, 359 tons of combat rations and 713 tons of bottled drinking water for the authorized strength of 7,221 military contingent personnel and 1,790 formed police personnel in 40 locations
- Storage and supply of 127,700 litres of diesel and kerosene for cooking purposes in support of approximately 2,650 military contingent personnel and 617 formed police personnel in 9 locations
- Administration of 2,125 civilian staff, comprising 506 international staff, 1,394 national staff and 225 United Nations Volunteers, including temporary positions
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Operation and maintenance of 45 military and 18 formed police unit sites, 7 United Nations police premises, 58 United Nations police premises co-located with the Haitian National Police, and 52 civilian staff premises
- Establishment of 30 co-located United Nations police premises

- Sanitation services for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 38 United Nations-owned water purification plants in 18 locations
- Operation and maintenance of 28 wastewater treatment plants in 25 locations
- Operation and maintenance of 283 United Nations-owned generators, 2 welding generators and 108 United Nations lighting towers in 16 locations and 563 contingent-owned generators in 20 locations
- Storage and supply of 11.4 million litres of petrol, oil and lubricants for United Nations-owned and contingent-owned generators
- Maintenance and renovation of 100 km of road in Port-au-Prince and in the regions, as well as 2 bridges in the regions
- Maintenance and repair of 4 airfield facilities and 11 helicopter landing sites
- Maintenance and repair of 7 port facilities

Ground transportation

- Operation and maintenance of 1,557 United Nations-owned vehicles, including 17 armoured vehicles, 4 trailers and 127 vehicle attachments, through 11 workshops in 11 locations
- Management of a spare parts holding in support of the Mission's 1,557 vehicles and equipment, including trailer attachments
- Operation of a daily shuttle service in Port-au-Prince for an average of 1,200 United Nations personnel per day, from their accommodation to the Mission's offices
- Conduct of quarterly road safety programmes to sensitize United Nations personnel with regard to driving hazards in the mission area
- Supply of 5.4 million litres of fuel for vehicles

Air transportation

- Operation and maintenance of 1 fixed-wing and 9 rotary-wing aircraft, including 6 military-type aircraft
- Provision of 24-hour aviation operations support, including search and rescue, casualty and medical evacuation, night flight operations and military reconnaissance flights
- Supply of 2.3 million litres of aviation fuel

Naval transportation

- Operation and maintenance of 16 contingent-owned naval vessels and 12 Zodiac boats
- Supply of 0.2 million litres of fuel for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 2 Earth station hubs to provide voice, fax, video and data communications and disaster recovery as well as business continuity
- Support and maintenance of 24 very small aperture terminal (VSAT) systems, 25 telephone exchanges and 80 microwave links

- Support and maintenance of a high-frequency (HF) network consisting of 61 HF base stations and 893 mobile radios with a GPS option
- Support and maintenance of ultra-high-frequency (UHF) network consisting of 3,252 UHF handheld radios, 1,701 UHF mobile radios, 3,632 UHF trunking handheld radios and 377 UHF trunking mobile radios
- Support and maintenance of 98 UHF conventional and trunking repeaters and transmitters
- Support and maintenance of 25 communications sites to maintain and enhance microwave, UHF and HF network coverage throughout Haiti
- Support and maintenance of 13 communications centres throughout Haiti

Information technology

- Support and maintenance of 39 servers, 2,916 desktop computers, 1,454 laptop computers, 316 printers and 106 digital senders in 14 locations
- Support and maintenance of 14 local-area networks (LAN) and 14 wide-area networks (WAN) for 4,200 users in 14 locations

Medical

- Operation and maintenance of 38 level I clinics and 3 dispensaries in the regions and 1 level II hospital in Port-au-Prince, in a total of 42 locations for all Mission personnel and staff of other United Nations agencies in cases of emergency
- Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuation from a level I clinic to a level II hospital and from a level II hospital to a level III or level IV facility
- Monitoring of epidemiological indicators, such as incidents of cholera, malaria, pandemic influenza and dengue fever, in conjunction with United Nations agencies, funds and programmes
- Maintenance of 1 central laboratory in Port-au-Prince and 3 basic laboratories in the regions
- HIV sensitization programme, including peer education, and voluntary confidential counselling and testing for all Mission personnel

Security

- Provision of security services 24 hours a day, 7 days a week, throughout the mission area
- 24-hour close protection for senior Mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 1,200 residences
- Conduct of 24 information sessions on security awareness and contingency plans for all Mission personnel
- Implementation of fire safety services for airfield and helicopter landing sites throughout the mission area
- Induction security training and primary fire training/drills for all new Mission personnel as well as basic firefighting refresher courses for all security staff and fire wardens in the Mission
- Conduct of security prevention campaigns through daily security patrols to ensure compliance with security measures, such as out-of-bounds locations and movement restrictions, and response to security emergencies and 24-hour first-response capacity

- Implementation and update of the country security plan
- Investigation of all incidents involving third-party liability for the Mission and/or its personnel, vehicular accidents, loss of United Nations-owned equipment, injuries or death of Mission personnel and misconduct, including category 1 cases
- Implementation of closed circuit television surveillance system in Mission premises
- Implementation of an aviation security programme with passenger and cargo screening at each embarkation site
- Training of security personnel on service weapons, security certification programme, emergency trauma bag, mass casualty management and emergency response management
- Implementation of the Safe and Secure Approach to Field Environment training module for all United Nations personnel
- Implementation of an emergency response capacity for vehicular accidents utilizing specialized equipment (vehicle extractor) if applicable, and recovery of personnel in flooded or hurricane-affected areas with rescue boats and water recovery equipment

External factors

Supplies, equipment and outsourced services will be delivered as contracted, and operations will not be adversely impacted by natural disasters

Table 22
Human resources: component 5, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2011/12	—	—	2	1	—	**3**	1	—	**4**
Proposed posts 2012/13	—	—	2	1	—	**3**	1	—	**4**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2011/12	—	—	1	—	1	**2**	1	—	**3**
Proposed temporary positions[b] 2012/13	—	—	1	—	1	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—
Security Section									
Approved posts 2011/12	—	—	2	14	42	**58**	221	—	**279**
Proposed posts 2012/13	—	—	2	12	45	**59**	221	—	**280**
Net change	—	—	—	**(2)**	**3**	**1**	—	—	**1**
Approved temporary positions[b] 2011/12	—	—	1	1	15	**17**	27	—	**44**
Proposed temporary positions[b] 2012/13	—	—	—	—	3	**3**	17	—	**20**
Net change	—	—	**(1)**	**(1)**	**(12)**	**(14)**	**(10)**	—	**(24)**

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
HIV/AIDS Unit									
Approved posts 2011/12	—	—	1	—	—	**1**	3	2	**6**
Proposed posts 2012/13	—	—	1	—	—	**1**	3	2	**6**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Approved temporary positions[b] 2011/12	—	—	—	1	—	**1**	1	—	**2**
Proposed temporary positions[b] 2012/13	—	—	—	—	—	**—**	1	—	**1**
Net change	**—**	**—**	**—**	**(1)**	**—**	**(1)**	**—**	**—**	**(1)**
Mission Support Division									
Office of the Director									
Approved posts 2011/12	—	1	5	7	19	**32**	27	1	**60**
Proposed posts 2012/13	—	1	5	9	16	**31**	19	2	**52**
Net change	**—**	**—**	**—**	**2**	**(3)**	**(1)**	**(8)**	**1**	**(8)**
Approved temporary positions[b] 2011/12	—	1	2	4	2	**9**	1	—	**10**
Proposed temporary positions[b] 2012/13	—	1	—	—	2	**3**	—	—	**3**
Net change	**—**	**—**	**(2)**	**(4)**	**—**	**(6)**	**(1)**	**—**	**(7)**
Subtotal									
Approved 2011/12	—	2	7	11	21	**41**	28	1	**70**
Proposed 2012/13	—	2	5	9	18	**34**	19	2	**55**
Net change	**—**	**—**	**(2)**	**(2)**	**(3)**	**(7)**	**(9)**	**1**	**(15)**
Administrative Services									
Approved posts 2011/12	—	—	8	18	42	**68**	449	31	**548**
Proposed posts 2012/13	—	—	7	10	35	**52**	419	23	**494**
Net change	**—**	**—**	**(1)**	**(8)**	**(7)**	**(16)**	**(30)**	**(8)**	**(54)**
Approved temporary positions[b] 2011/12	—	1	12	13	28	**54**	43	10	**107**
Proposed temporary positions[b] 2012/13	—	—	—	—	5	**5**	3	1	**9**
Net change	**—**	**(1)**	**(12)**	**(13)**	**(23)**	**(49)**	**(40)**	**(9)**	**(98)**
Subtotal									
Approved 2011/12	—	1	20	31	70	**122**	492	41	**655**
Proposed 2012/13	—	—	7	10	40	**57**	422	24	**503**
Net change	**—**	**(1)**	**(13)**	**(21)**	**(30)**	**(65)**	**(70)**	**(17)**	**(152)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Integrated Support Services									
Approved posts 2011/12	—	—	9	25	111	**145**	351	97	**593**
Proposed posts 2012/13	—	—	10	29	121	**160**	388	107	**655**
Net change	—	—	**1**	**4**	**10**	**15**	**37**	**10**	**62**
Approved temporary positions[b] 2011/12	—	1	11	12	32	**56**	92	34	**182**
Proposed temporary positions[b] 2012/13	—	—	—	—	13	**13**	65	10	**88**
Net change	—	**(1)**	**(11)**	**(12)**	**(19)**	**(43)**	**(27)**	**(24)**	**(94)**
Subtotal									
Approved 2011/12	—	1	20	37	143	**201**	443	131	**775**
Proposed 2012/13	—	—	10	29	134	**173**	453	117	**743**
Net change	—	**(1)**	**(10)**	**(8)**	**(9)**	**(28)**	**10**	**(14)**	**(32)**
Total									
Approved posts 2011/12	—	1	27	65	214	**307**	1 052	131	**1 490**
Proposed posts 2012/13	—	1	27	61	217	**306**	1 051	134	**1 491**
Net change	—	—	—	**(4)**	**3**	**(1)**	**(1)**	**3**	**1**
Approved temporary positions[b] 2011/12	—	3	27	31	78	**139**	165	44	**348**
Proposed temporary positions[b] 2012/13	—	1	1	—	24	**26**	87	11	**124**
Net change	—	**(2)**	**(26)**	**(31)**	**(54)**	**(113)**	**(78)**	**(33)**	**(224)**
Total									
Approved 2011/12	—	4	54	96	292	**446**	1 217	175	**1 838**
Proposed 2012/13	—	2	28	61	241	**332**	1 138	145	**1 615**
Net change	—	**(2)**	**(26)**	**(35)**	**(51)**	**(114)**	**(79)**	**(30)**	**(223)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Security Section

International staff: net increase of 1 post and decrease of 14 temporary positions

National staff: decrease of 10 temporary positions

Table 23
Human resources:[a] Security Section

Change	Level	Functional title	Post action	Description
Posts				
+1	P-2	Security Officer	Reassigned	From General Services Section
+1	FS	Fire Safety Officer	Redeployed	From Aviation Section

Change	*Level*	*Functional title*	*Post action*	*Description*
-1	FS	Administrative Assistant	Redeployed	To the Office of the Chief of Administrative Services
+9	P-3	Security Officer	Upgraded	Within Security Section
-9	P-2	Associate Security Officer	Upgraded	Within Security Section
-3	P-2	Associate Security Officer	Converted	Within Security Section
+3	FS	Security Officer	Converted	Within Security Section

[a] Twenty-four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 116 below).

109. The mandate of the Security Section encompasses risk management for the personnel, premises and assets of the Mission and United Nations agencies, funds and programmes in compliance with the policies of the Department of Safety and Security. The mandate includes the provision of security advice to the Designated Official, the collection, analyses and dissemination of security information for the Designated Official and the Security Management Team, the provision of close protection services to the Mission's senior leadership, protection of the Mission's premises and assets, emergency contingency planning and preparedness, aviation security, regional security management for the offices located outside the capital, pass and identification services, fire safety and fire emergency response, including hazardous materials and contaminant spill containment, and special investigation services for administrative investigations, including category 1 cases.

110. Following the earthquake in 2010, there was an urgent need to address security challenges caused by the destruction of premises, surges of additional personnel and the increase in the number of United Nations premises requiring security coverage without the benefit of related infrastructure, such as perimeter walls and surveillance systems. The Section's responsibilities also increased with the establishment of the Santo Domingo Support Office and the Léogâne regional office. Although the Mission will move past the emergency and recovery phase in the 2012/13 period, both of these offices will remain operational.

111. The Security Section has offices in Port-au-Prince, Cap-Haïtien, Fort-Liberté, Hinche, Port-de-Paix, Les Cayes, Jérémie, Miragoâne, Gonaïves, Saint-Marc and Jacmel, each managed by a Regional Security Officer. The Regional Security Officer is primarily responsible for the security and safety of all United Nations personnel within the area of responsibility. Furthermore, he or she is responsible for maintaining permanent contact with the Regional Security Coordinator; editing and implementing standardized plans and preparation exercises; full integration of security services with the United Nations agencies, funds and programmes and effective liaison with non-governmental organizations; implementing and supervising the regional Security Communications Centre on a 24-hour basis; implementing regional and interregional traffic-tracking through the Security Communications Centre; conducting area Security Management Team meetings; continuously assessing the security of United Nations premises and assets; and training of United Nations security staff on specific regional issues. Benchmarking exercises conducted by the security focal points of the Department of Peacekeeping Operations have found that all Regional Security Officers should be at the P-3 level. Furthermore, given that Regional Security Officers in other missions are at the P-3 level, the Mission has

found it difficult to attract and retain qualified candidates. It is therefore proposed to upgrade eight posts of Security Officer from the P-2 to the P-3 level and to convert three posts of Security Officer (P-2) to the Field Service category. The conversion to the Field Service category will provide more flexibility in tasking assignments in order to meet requirements for technical Field Service-specific functions, which is critical in ensuring that those functions, such as patrol, close protection, fire safety and investigations, are performed by staff with the requisite skills and experience.

112. The Security Operations Centre is a 24-hour control, coordination and communications service headed by the Security Operations Officer who reports to the Chief Security Officer. The Centre and the security Emergency Communications System maintains the staff tracking system, directs residential patrols and escort operations, coordinates reporting on security incidents, both internally and externally, and coordinates and conducts emergency reaction response both internally and, if required and authorized, externally. The Security Operations Officer also has additional responsibility in strengthening the security plan for contingency preparedness. Given the nature and level of responsibility of the post, it is proposed to upgrade the post of Security Operations Officer from the P-2 to the P-3 level.

113. It is also proposed to reassign a post of Associate Legal Affairs Officer (P-2) from the General Services Section as a Security Officer in the Security Information and Coordination Unit of the Section to strengthen the staffing structure of the Unit to address its workload.

114. Furthermore, it is proposed to redeploy a post of Fire Safety Officer (Field Service) from the Aviation Section. The proposed redeployment is based on the outcome of the benchmarking exercise conducted by the security focal points of the Department of Peacekeeping Operations and is aimed at strengthening the Section's capacity for fire safety and at meeting emerging priorities and additional responsibilities of the Section, including emergency crash rescue on a 24 hours a day, seven days a week basis.

115. In addition, it is proposed that a post of Administrative Assistant (Field Service) be redeployed to the Office of the Chief of Administrative Services.

116. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed to abolish 24 temporary positions in the Security Section, as follows: Senior Security Officer (P-4); Associate Security Officer (P-2); 12 Security Officers (Field Service); and 10 Security Guards (national General Service).

HIV/AIDS Unit

International staff: decrease of 1 temporary position

117. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that a temporary position of HIV/AIDS Officer (P-3) in the HIV/AIDS Unit be abolished.

Mission Support Division

118. The complex challenges facing the Mission in its unique task of supporting the Government of Haiti require a high level of planning and strategic overview. This level of leadership has also been deemed to be imperative in managing the changes required in the structure of the support component to effectively support the

Mission's shift in focus in line with Security Council resolution 2012 (2011), which authorized the drawdown of the surge in military and police capacities. It is proposed accordingly to maintain for the 2012/13 period a temporary position of Director of Mission Support (ex-Director of Operations and Administration) at the D-2 level, supported by the Deputy Director of Mission Support (ex-Chief of Mission Support) at the D-1 level.

119. In conjunction with the proposed abolishment of 352 international and national temporary positions, the Mission has conducted a comprehensive management review to take steps to effectively and efficiently use available resources to support the substantive components. Of the 352 temporary positions to be abolished, 199 (2 D-1, 10 P-5, 15 P-4, 29 P-3, 42 Field Service, 68 national staff and 33 United Nations Volunteers) are in the Mission Support Division. As a result, the mission support component will be reorganized as indicated in paragraphs 120 and 121 below and further detailed under the respective organizational units within the Division.

120. In the framework of the overall reorganization of the Mission's support services, and in order to enhance operational response and reporting in line with the increasing attention placed by Member States on the management of United Nations-owned equipment deployed in peacekeeping missions, it is proposed to consolidate property management functions under the Property Management Section, reporting to the Chief of Integrated Support Services, through the transfer of those functions from the General Services Section. With a view to improving the delivery of services and seeking synergies, it is also proposed to consolidate the facilities management, electronic records management and reproduction, and travel and language support functions currently performed by the General Services Section under the Engineering Section, Communications and Information Technology Section, and Personnel Section, respectively. In addition, the claims review functions will be transferred from the General Services Section to the Office of the Director of Mission Support. As a result, the General Services Section will be disbanded.

121. The Property Management Section will oversee assets held and used by the MINUSTAH military contingents and formed police units and provide inventory verification management and support to all self-accounting units, namely, the Engineering, Transport, Supply, Medical, and Communications and Information Technology Sections. The Section will consolidate, manage and receive property, carry out inspections, oversee write-off and disposal activities, and will comprise a Contingent-owned Equipment Unit, Receiving and Inspection Unit, Property Control and Inventory Unit, Property Survey Unit and Asset Disposal Unit.

Office of the Director

International staff: net decrease of 1 post and 6 temporary positions

National staff: net decrease of 8 posts and 1 temporary position

United Nations Volunteers: net increase of 1 position

122. The Office of the Director comprises the immediate Office of the Director of Mission Support, the Office of the Deputy Director of Mission Support and the Regional Coordination Section.

Immediate Office of the Director of Mission Support

Table 24
Human resources: immediate Office of the Director of Mission Support (formerly the Office of the Director of Operations and Administration)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Environmental Affairs Officer	Redeployed	From General Services Section
	+1	P-3	Chief Contracts Management	Redeployed	From Contracts Management Unit
	-1	P-3	Board of Inquiry Officer	Redeployed	To Office of the Special Representative of the Secretary-General
	+1	P-3	Claims Officer	Upgraded	Within Office of the Director of Mission Support
	-1	P-2	Associate Claims Officer	Upgraded	Within Office of the Director of Mission Support
	+1	P-2	Associate Legal Affairs Officer	Redeployed	From General Services Section
	+1	FS	Administrative Assistant	Redeployed	From Office of the Deputy Director of Mission Support
	+2	FS	Contracts Management Officer	Redeployed	From Contracts Management Unit
	+1	FS	Administrative Assistant	Redeployed	From General Services Section
	+2	NGS	Administrative Assistant	Redeployed	From Office of the Deputy Director of Mission Support
	+1	NGS	Contracts Management Assistant	Redeployed	From Contracts Management Unit
	-1	NGS	Board of Inquiry Assistant	Reassigned	To Personnel Section
United Nations Volunteers					
	+1	UNV	Environmental Assistant	Redeployed	From General Services Section
	+1	UNV	Claims Assistant	Redeployed	From General Services Section
	-1	UNV	Board of Inquiry Assistant	Redeployed	To Office of the Special Representative of the Secretary-General

123. The immediate Office of the Director of Mission Support (formerly the Office of the Director of Operations and Administration) will continue to provide strategic guidance to the overall Mission Support Division and facilitate closer functional support between the substantive and support components owing to the close integration of work required in the aftermath of the earthquake. The Office will also play a key role in interacting with the respective Offices of the Special Representative and Deputy Special Representative of the Secretary-General in ensuring that strategic guidance is developed with the aim to ensure implementation through operational and administrative support. The Office will also report to the Special Representative of the Secretary-General on the progress in implementation of the programmes through the budget period.

124. Prior to January 2010, the leadership structure for mission support consisted of a Chief of Mission Support, at the D-1 level, who was responsible for all aspects of managing the Mission Support Division. Following the earthquake in January 2010, an immediate strengthening of the support leadership structure translated into the

establishment of a temporary position of Director of Operations and Administration at the D-2 level. The Director was responsible for supporting the expansion of the Mission's mandate, the deployment of the surge capacity, the management of the increase in physical and financial resources deployed in the wake of the earthquake, and for all response efforts to the crisis, including the delivery of humanitarian relief and the reconstruction of the Mission's facilities and infrastructure.

125. While the restoration of the functional capacity of the Mission is almost complete and the surge effort is to be partially drawn down by the end of the 2011/12 period, there is a continued need for the temporary position of Director of Mission Support beyond the earthquake recovery phase, in line with the transition of the Mission from emergency response towards assisting in the stability and strengthening of State institutions and delivering direct support to the Government of Haiti.

126. While the Deputy Director of Mission Support will continue to be the officer responsible in respect of support functions, the Director of Mission Support will serve for one more year as a special adviser to the Special Representative of the Secretary-General and will develop and implement organizational strategies and policies specific to the needs of Haitian institutions, policing capacity and the rule of law.

127. He or she will also continue the realignment of priorities and resources of the Mission, including material and human resources, to maximize efforts in areas central to Haiti's long-term stability and development, with the overall objective of handing over the Mission's responsibilities to the Government of Haiti, the United Nations country team and other partners in preparation for the eventual withdrawal of MINUSTAH.

128. The Director will also work to improve processes and policies that are internal to the Mission and integral to the reform practices currently being undertaken by the Departments of Peacekeeping Operations and Field Support, including, but not limited to, the global field support strategy and preparations for the introduction of Umoja and IPSAS. In addition, the Director will play a vital role in the long-term development of the Mission through refining the operational concept of the Santo Domingo Support Office on the basis of further analysis of business processes. Accordingly, it is proposed to maintain the temporary position of Director of Mission Support (D-2) for the 2012/13 period, with the incumbent of the post of Chief of Mission Support (D-1) serving as Deputy Director of Mission Support responsible for the day-to-day operations of the Mission Support Division.

129. With a view to improving internal control mechanisms, it is also proposed to transfer to the Office of the Director of Mission Support the functions related to contracts management, namely, the posts of Chief of Contracts Management (P-3) and three Contract Management Assistants (2 Field Service and 1 national General Service) from the disbanded Contracts Management Section, as well as to transfer the Claims Unit from the dismantled General Services Section.

130. Given the large number of pending claims representing a potential liability to the Mission, the Claims Unit will require a Claims Officer to head the Unit and report directly to the Director of Mission Support. The incumbent will manage the Unit to ensure the timely reimbursement of all pending claims and will be responsible for carrying out review and making recommendations on award of compensation based upon his or her delegated authority in view of the increased level of responsibilities, and in accordance with the Staff Rules. It is proposed to upgrade

the post of Associate Claims Officer (P-2) to that of Claims Officer at the P-3 level. In addition to the post of Claims Officer, the incumbent of which will serve as Chief of Unit, the proposed staffing establishment of the Claims Unit would comprise two posts (1 Field Service and 1 national General Service) and one United Nations Volunteer position.

131. It is also proposed to redeploy three Administrative Assistant posts (1 Field Service and 2 national General Service) to the immediate Office of the Director of Mission Support from the Office of the Deputy Director of Mission Support to optimize the Mission's human resources by aligning its existing staff to emerging priorities.

132. As indicated in paragraph 29 above, the Board of Inquiry Unit will be transferred from the immediate Office of the Director of Mission Support to the Office of the Special Representative of the Secretary-General.

133. In addition, it is also proposed that a post of Board of Inquiry Assistant (national General Service) be reassigned from the immediate Office of the Director of Mission Support to the Personnel Section. The functions that were performed by the incumbent will be absorbed within the staffing establishment of the Office.

Office of the Deputy Director of Mission Support

Table 25
Human resources: Office of the Deputy Director of Mission Support

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-5	Senior Administrative Officer	Redeployed	From Regional Coordination Section
	-1	FS	Administrative Assistant	Redeployed	To Office of the Director of Mission Support
	-1	NPO	Welfare Officer	Redeployed	To Staff Counselling and Welfare Unit
	-2	NGS	Administrative Assistant	Redeployed	To Office of the Director of Mission Support

134. It is proposed that a post of Senior Administrative Officer (P-5) be redeployed from the Regional Coordination Section to the Office of the Deputy Director of Mission Support. The redeployment is part of the review of the mission support structure to optimize its human resources by aligning the existing staffing with emerging priorities.

135. It is also proposed that three posts of Administrative Assistant (1 Field Service and 2 national General Service) be redeployed from the Office of the Deputy Director of Mission Support to the immediate Office of the Director of Mission Support. The functions that were performed by the incumbents will be absorbed within the staffing establishment of the Office.

136. It is further proposed that the post of Welfare Officer (National Professional Officer) be redeployed to the Staff Counselling and Welfare Unit in Administrative Services.

Regional Coordination Section

Table 26
Human resources:[a] Regional Coordination Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-5	Senior Administrative Officer	Redeployed	To Office of the Deputy Director of Mission Support
	-3	FS	Human Resources Assistant	Redeployed	To Personnel Section
	-2	FS	Finance Assistant	Redeployed	To Finance Section
	-1	FS	Administrative Assistant	Redeployed	To Office of Chief of Administrative Services
	-4	NGS	Human Resources Assistant	Redeployed	To Personnel Section
	-3	NGS	Finance Assistant	Redeployed	To Finance Section

[a] Seven temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 139 below).

137. The Regional Coordination Section consists of the Regional Support Unit, the Information and Planning Unit, the Current Logistics Operations Unit and the Planning Unit.

138. In line with the review of the mission support structure and in order to optimize its human resources, it is proposed that: a post of Senior Administrative Officer (P-5) be redeployed to the Office of the Deputy Director of Mission Support; that seven posts of Human Resources Assistant (3 Field Service and 4 national General Service) be redeployed to the Personnel Section; that five posts of Finance Assistant (2 Field Service and 3 national General Service) be redeployed to the Finance Section; and that one post of Administrative Assistant (Field Service) be redeployed to the Office of the Chief of Administrative Services.

139. Furthermore, in line with the partial drawdown of the post-earthquake surge activities, it is proposed that seven temporary positions in the Regional Coordination Section be abolished, comprising six Administrative Officers (2 P-4 and 4 P-3) and one Administrative Assistant (national General Service).

Administrative Services

International staff: net decrease of 16 posts and 49 temporary positions

National staff: net decrease of 30 posts and 40 temporary positions

United Nations Volunteers: net decrease of 8 posts and 9 temporary positions

140. Administrative Services comprises the Office of the Chief of Administrative Services, the Finance Section, the Personnel Section, the Procurement Section, the Staff Counselling and Welfare Unit, and the Medical Section.

Office of the Chief of Administrative Services

Table 27
Human resources:[a] Office of the Chief of Administrative Services

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	FS	Administrative Assistant	Redeployed	From Security Section
	+1	FS	Administrative Assistant	Redeployed	From Regional Coordination Section

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 142 below).

141. To support the Chief of Administrative Services, who is responsible for managing administrative functions in Port-au-Prince and Santo Domingo, it is proposed that two posts of Administrative Assistant (Field Service) be redeployed, one each from the Security Section and the Regional Coordination Section.

142. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions in the Office of the Chief of Administrative Services be abolished, comprising the Chief of Administrative Services (D-1), two Administrative Officers (P-4 and P-3) and one Training Assistant (United Nations Volunteer).

Finance Section

Table 28
Human resources:[a] Finance Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+2	FS	Finance Assistant	Redeployed	From Regional Coordination Section
	+3	NGS	Finance Assistant	Redeployed	From Regional Coordination Section
	-1	NGS	Administrative Assistant	Redeployed	To Personnel Section
	-1	NGS	Finance Assistant	Reassigned	To Personnel Section
United Nations Volunteers					
	-1	UNV	Finance Assistant	Reassigned	To Staff Counselling and Welfare Unit

[a] Six temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 146 below).

143. In line with the review of the mission support structure, specifically with respect to centralizing the regional finance posts in the Finance Section, it is proposed that five posts of Finance Assistant (2 Field Service and 3 national General Service) be redeployed to the Finance Section from the Regional Coordination Section.

144. It is also proposed that one Administrative Assistant post (national General Service) be redeployed and that one Finance Assistant post (national General Service) be reassigned to the Personnel Section. The functions that were performed by the incumbents will be absorbed within the staffing establishment of the Section.

145. In addition, it is proposed that one Finance Assistant position (United Nations Volunteer) be reassigned to the Staff Counselling and Welfare Unit. The functions that were performed by the incumbent will be absorbed within the staffing establishment of the Section.

146. Furthermore, in line with the partial drawdown of the post-earthquake surge activities, it is proposed that six temporary positions in the Finance Section be abolished, comprising the Chief Finance Officer (P-5), one Cashier (P-4), two Finance Officers (P-4) and two Finance Assistants (national General Service).

Personnel Section

Table 29
Human resources:[a] Personnel Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+3	FS	Human Resources Assistant	Redeployed	From Regional Coordination Section
	+1	FS	Travel Assistant	Redeployed	From General Services Section
	+4	NGS	Human Resources Assistant	Redeployed	From Regional Coordination Section
	+5	NGS	Travel Assistant	Redeployed	From General Services Section
	+2	NGS	Administrative Assistant	Redeployed	From General Services Section
	+333	NGS	Interpreter	Redeployed	From General Services Section
	+1	NGS	Administrative Assistant	Redeployed	From Finance Section
	+1	NGS	Human Resources Assistant	Reassigned	From Finance Section
	+1	NGS	Administrative Assistant	Reassigned	From Office of the Director of Mission Support
Temporary positions					
	+1	NPO	Travel Officer	Redeployed	From General Services Section

[a] Six temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 151 below).

147. With a view to improving the delivery of services and seeking synergies, the Travel Unit and Language Support Unit will be transferred to the Personnel Section from the disbanded General Services Section. The Travel Unit will be headed by a Travel Officer (Field Service). The Language Support Unit will be a sub-unit within the National Staff Unit of the Section and will be headed by a Human Resources Officer (Field Service).

148. With respect to the Travel Unit, six posts of Travel Assistant (1 Field Service and 5 national General Service), one post of Administrative Assistant (national General Service) and one temporary position of Travel Officer (National Professional Officer) would be redeployed from the disbanded General Services Section. It is also proposed that one post of Administrative Assistant (national General Service) be redeployed and that one post of Human Resources Assistant (national General Service) be reassigned from the Finance Section to support the Travel Unit's preparation for the implementation of the International Public Sector Accounting Standards (IPSAS). In order to meet the IPSAS implementation target of

1 January 2014, the Administrative Assistant and Human Resources Assistant will provide support in defining the entry balances in relation to within-Mission travel, unused leave, overtime and compensatory time off by January 2013. Finally, to support the Mission's efforts to strengthen control over within-Mission travel expenses, it is proposed that one post of Administrative Assistant (national General Service) be reassigned from the Office of the Director of Mission Support.

149. The Language Support Unit would reflect the redeployment of 333 posts of Interpreter (national General Service) and one Administrative Assistant post (national General Service) from the disbanded General Services Section.

150. It is also proposed that seven posts of Human Resources Assistant (3 Field Service and 4 national General Service) be redeployed to the Personnel Section from the Regional Coordination Section to support the preparation of employee benefit files prior to the implementation of IPSAS as well as to maintain optimal operational capacity of the Section in view of the abolishment of temporary positions as indicated below.

151. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that six temporary positions in the Personnel Section be abolished, comprising the Chief Civilian Personnel Officer (P-5), one Human Resources Officer (P-3) and four Human Resources Assistants (Field Service).

Procurement Section

152. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions in the Procurement Section be abolished, comprising the Chief Procurement Officer (P-5), two Procurement Assistants (Field Service) and one Procurement Officer (National Professional Officer).

General Services Section

Table 30
Human resources:[a] General Services Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-4	Chief General Services	Redeployed	To Property Management Section
	-1	P-3	Information Management Officer	Redeployed	To Communications and Information Technology Section
	-1	P-3	Environmental Affairs Officer	Redeployed	To Office of the Director of Mission Support
	-1	P-3	Property Control and Inventory Officer	Redeployed	To Property Management Section
	-1	P-3	Receiving and Inspection Officer	Redeployed	To Property Management Section
	-1	P-3	Claims Officer	Redeployed	To Property Management Section
	-1	P-2	Associate Travel Officer	Redeployed	To Office of the Director of Mission Support
	-1	P-2	Associate Legal Affairs Officer	Reassigned	To Security Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	FS	Travel Assistant	Redeployed	To Office of the Director of Mission Support
	-10	FS	Property Management Assistant	Redeployed	To Property Management Section
	-1	FS	Claims Assistant	Redeployed	To Property Management Section
	-1	FS	Travel Assistant	Redeployed	To Personnel Section
	-11	NGS	Interpreter	Reassigned	To Engineering Section
	-6	NGS	Mail Assistant	Redeployed	To Communications and Information Technology Section
	-1	NGS	Administrative Assistant	Redeployed	To Property Management Section
	-1	NGS	Driver	Redeployed	To Property Management Section
	-1	NGS	Movement Control Assistant	Redeployed	To Property Management Section
	-5	NGS	Property Control and Inventory Assistant	Redeployed	To Property Management Section
	-1	NGS	Receiving and Inspection Assistant	Redeployed	To Property Management Section
	-6	NGS	Warehouse Assistant	Redeployed	To Property Management Section
	-333	NGS	Interpreter	Redeployed	To Personnel Section
	-5	NGS	Travel Assistant	Redeployed	To Personnel Section
	-2	NGS	Administrative Assistant	Redeployed	To Personnel Section
	-6	NGS	Interpreter	Redeployed	To Joint Logistics Operations Centre
Temporary positions					
	-1	FS	Administrative Assistant	Redeployed	To Property Management Section
	-1	FS	Receiving and Inspection Assistant	Redeployed	To Engineering Section
	-1	NPO	Property Control and Inventory Officer	Redeployed	To Property Management Section
	-1	NPO	Travel Officer	Redeployed	To Personnel Section
	-2	NGS	General Services Assistant	Redeployed	To Property Management Section
	-3	NGS	Property Control and Inventory Assistant	Redeployed	To Property Management Section
	-4	NGS	Property Disposal Assistant	Redeployed	To Property Management Section
United Nations Volunteers					
	-1	UNV	Administrative Assistant	Redeployed	To Communications and Information Technology Section
	-1	UNV	Receiving and Inspection Assistant	Redeployed	To Communications and Information Technology Section
	-2	UNV	Property Control and Inventory Assistant	Redeployed	To Property Management Section
	-1	UNV	Receiving and Inspection Assistant	Redeployed	To Property Management Section
	-1	UNV	Property Disposal Assistant	Redeployed	To Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	UNV	Administrative Assistant	Redeployed	To Office of the Director of Mission Support
	-1	UNV	Travel Assistant	Redeployed	To Office of the Director of Mission Support

[a] Twenty-five temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 155 below).

153. With a view to improving the delivery of services and seeking synergies, the Facilities Management Unit, the Information Management Unit and the Travel and Language Support Units from the disbanded General Services Section will be transferred to the Engineering Section, the Communications and Information Technology Section and the Personnel Section, respectively. In addition, the Claims Unit will be transferred to the Office of the Director of Mission Support. Furthermore, personnel responsible for property management functions will constitute a Property Management Section and will be placed under the direct supervision of the Chief of Integrated Support Services.

154. In addition, it is proposed that a post of Associate Legal Affairs Officer (P-2) be reassigned to the Security Section and that six posts of Interpreter (national General Service) be redeployed to the Joint Logistics Operations Centre in line with the review of the mission support structure and to optimize its human resources by utilizing existing staffing for emerging priorities.

155. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 25 temporary positions in the General Services Section be abolished, comprising the Chief Property Management Officer (P-5), seven Facilities Management Assistants (6 national General Service and 1 United Nations Volunteer), six Administrative Assistants (national General Service), four Information Management Assistants (national General Service), three Travel Assistants (2 national General Service and 1 United Nations Volunteer), three Mail Assistants (2 national General Service and 1 United Nations Volunteer), and one General Services Assistant (national General Service).

Contracts Management Section

Table 31
Human resources:[a] Contracts Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-3	Contracts Management Officer	Redeployed	To Office of the Director of Mission Support
	-2	FS	Contracts Management Assistant	Redeployed	To Office of the Director of Mission Support
	-1	NGS	Contracts Management Assistant	Redeployed	To Office of the Director of Mission Support

[a] Six temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 157 below).

156. As indicated in paragraph 129, the personnel responsible for contracts management functions, namely the Contracts Management Officer (P-3) and three Contracts Management Assistants (2 Field Service and 1 national General Service), will be redeployed to the Office of the Director of Mission Support.

157. Furthermore, in line with the partial drawdown of the post-earthquake surge activities, it is proposed that six temporary positions in the Contracts Management Section be abolished, comprising the Chief Contracts Management Officer (P-4), two Contracts Management Officers (P-3) and three Contracts Management Assistants (2 Field Service and 1 United Nations Volunteer).

Staff Counselling and Welfare Unit

Table 32
Human resources:[a] Staff Counselling and Welfare Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	NPO	Assistant to Staff Counsellor	Redeployed	From Office of the Deputy Director of Mission Support
United Nations Volunteers					
	+1	UNV	Assistant to Staff Counsellor	Reassigned	From Finance Section

[a] Twenty-five temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 159 below).

158. Taking into account the abolishment of temporary positions as indicated in paragraph 159 and the workload that still remains in the Staff Counselling and Welfare Unit after the earthquake, it is proposed that a post of Assistant to the Staff Counsellor (National Professional Officer) be redeployed from the Office of the Deputy Director of Mission Support and that a Finance Assistant position (United Nations Volunteer) be reassigned from the Finance Section as a position of Assistant to the Staff Counsellor.

159. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 25 temporary positions in the Staff Counselling and Welfare Unit be abolished, comprising one Senior Staff Counsellor (P-5), 14 Staff Counsellors (1 P-4, 8 P-3, 4 Field Service and 1 National Professional Officer), six Assistants to the Staff Counsellor (Field Service), two Administrative Assistants (Field Service), one Welfare Assistant (Field Service) and one Driver (national General Service).

Medical Section

160. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 10 temporary positions in the Medical Section be abolished, comprising five Medical Officers (1 P-5, 1 P-3, 1 National Professional Officer and 2 United Nations Volunteers), two Laboratory Technicians (1 national General Service and 1 United Nations Volunteer), two Nurses (1 national General Service and 1 United Nations Volunteer) and one Driver (national General Service).

Integrated Support Services

International staff: net increase of 15 posts and net decrease of 43 temporary positions

National staff: net increase of 37 posts and net decrease of 27 temporary positions

United Nations Volunteers: net increase of 10 posts and net decrease of 24 temporary positions

161. Integrated Support Services comprises the Office of the Chief of Integrated Support Services, the Property Management Section, the Joint Logistics Operations Centre, the Movement Control Section, the Engineering Section, the Aviation Section, the Communications and Information Technology Section, the Transport Section and the Supply Section.

Office of the Chief, Integrated Support Services

Table 33
Human resources:[a] Office of the Chief of Integrated Support Services

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-3	Contingent-owned Equipment Officer	Redeployed	To Property Management Section
	-2	FS	Contingent-owned Equipment Assistant	Redeployed	To Property Management Section
	-3	NGS	Contingent-owned Equipment Assistant	Redeployed	To Property Management Section
	-1	NGS	Office Assistant	Redeployed	To Joint Logistics Operations Centre
Temporary positions					
	-1	FS	Administrative Assistant	Redeployed	To Property Management Section
	-2	FS	Contingent-owned Equipment Assistant	Redeployed	To Property Management Section
United Nations Volunteers					
Temporary	-3	UNV	Contingent-owned Equipment Assistant	Redeployed	To Property Management Section

[a] Four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 164 below).

162. As detailed in paragraph 167 below, six posts (1 P-3, 2 Field Service and 3 national General Service) and six temporary positions (3 United Nations Volunteers and 3 Field Service) will be redeployed from the Office of the Chief of Integrated Support Services to the Property Management Section with the consolidation of property management functions.

163. In addition, it is proposed that one post of Office Assistant (national General Service) be redeployed from the Office of the Chief of Integrated Support Services to the Joint Logistics Operations Centre. The functions performed by the incumbent will be absorbed within the staffing establishment of the Office.

164. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that four temporary positions in the Office of the Chief of Integrated Support Services be abolished, comprising the Chief of Integrated Support Services

(D-1), one Logistics Officer (P-4), one Contingent-owned Equipment Officer (P-3) and one Budget Officer (United Nations Volunteer).

Property Management Section

Table 34
Human resources: Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-4	Chief Property Management Officer	Redeployed	From General Services Section
	+1	P-3	Property Control and Inventory Officer	Redeployed	From General Services Section
	+1	P-3	Receiving and Inspection Officer	Redeployed	From General Services Section
	+1	P-3	Claims Officer	Redeployed	From General Services Section
	+1	P-3	Contingent-owned Equipment Officer	Redeployed	From Office of Chief of Integrated Support Services
	+1	FS	Claims Assistant	Redeployed	From General Services Section
	+4	FS	Property Control and Inventory Assistant	Redeployed	From General Services Section
	+4	FS	Receiving and Inspection Assistant	Redeployed	From General Services Section
	+2	FS	Property Disposal Assistant	Redeployed	From General Services Section
	+1	FS	Administrative Assistant	Redeployed	From Office of Chief of Integrated Support Services
	+1	FS	Contingent-owned Equipment Assistant	Redeployed	From Office of Chief of Integrated Support Services
	+5	NGS	Property Control and Inventory Assistant	Redeployed	From General Services Section
	+1	NGS	Receiving and Inspection Assistant	Redeployed	From General Services Section
	+6	NGS	Warehouse Assistant	Redeployed	From General Services Section
	+2	NGS	Property Disposal Assistant	Redeployed	From General Services Section
	+1	NGS	Administrative Assistant	Redeployed	From General Services Section
	+3	NGS	Contingent-owned Equipment Assistant	Redeployed	From Office of Chief of Integrated Support Services
Temporary positions					
	+1	FS	Administrative Assistant	Redeployed	From Office of Chief of Integrated Support Services
	+2	FS	Contingent-owned Equipment Assistant	Redeployed	From Office of Chief of Integrated Support Services
	+1	FS	Receiving and Inspection Assistant	Redeployed	From General Services Section
	+1	NPO	Property Control and Inventory Officer	Redeployed	From General Services Section
	+2	NGS	General Services Assistant	Redeployed	From General Services Section
	+3	NGS	Property Control and Inventory Assistant	Redeployed	From General Services Section

	Change	Level	Functional title	Post action	Description
	+4	NGS	Property Disposal Assistant	Redeployed	From General Services Section
United Nations Volunteers					
Regular	+2	UNV	Property Control and Inventory Assistant	Redeployed	From General Services Section
	+2	UNV	Receiving and Inspection Assistant	Redeployed	From General Services Section
	+1	UNV	Property Management Assistant	Reassigned	From Office of Police Commissioner
Temporary	+3	UNV	Contingent-owned Equipment Assistant	Redeployed	From Office of Chief of Integrated Support Services

165. With a view to improving the management of expendable and non-expendable assets and optimizing the oversight of contingent-owned equipment deployed by military contingents and formed police units, it is proposed to consolidate property management functions under the Property Management Section.

166. The Section would be headed by a Chief Property Management Officer (P-4), the incumbent of which would report to the Chief of Integrated Support Services and would be responsible for: the management and maintenance of the Mission's electronic assets control system; inventory management and the reduction of inventory levels; the disposal of written-off assets; the provision of specialist inventory and supply-chain management advice to self-accounting units; the continual review of store-holder inventories at all levels within the Mission; the modernization of warehousing standards and practices; reduction of inventory processing times; the collection, collation and analysis of stock holdings and stock consumption data; maintaining databases; and conducting contingent-owned equipment arrival and operational readiness as well as periodical and repatriation inspections and verifications.

167. The proposed staffing establishment of the Section would comprise 36 posts (1 P-4, 4 P-3, 13 Field Service and 18 national General Service), eight United Nations Volunteer positions (5 regular and 3 temporary) and 14 temporary positions (4 Field Service, 1 National Professional Officer and 9 national General Service) and reflects the redeployment of 30 posts (1 P-4, 3 P-3, 11 Field Service, 15 national General Service), four United Nations Volunteer positions and 11 temporary positions (1 Field Service, 1 National Professional Officer and 9 national General Service) redeployed from the disbanded General Services Section; six posts (1 P-3, 2 Field Service and 3 national General Service); six temporary positions (3 United Nations Volunteers and 3 Field Service) redeployed from the Office of the Chief of Integrated Support Services; and one position (United Nations Volunteer) reassigned from the Office of the Police Commissioner.

Joint Logistics Operations Centre

Table 35
Human resources:[a] Joint Logistics Operations Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+6	NGS	Logistics Assistant	Redeployed	From General Services Section
	+1	NGS	Logistics Assistant	Redeployed	From Office of Chief of Integrated Support Services

[a] Thirteen temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 169 below).

168. In line with the review of the mission support structure and to optimize its human resources by utilizing existing staffing for emerging priorities, it is proposed that seven posts of Logistics Assistant (national General Service) be redeployed to the Joint Logistics Operations Centre, comprising six posts from the General Services Section and one post from the Office of the Chief of Integrated Support Services.

169. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 13 temporary positions in the Joint Logistics Operations Centre be abolished, comprising one Chief Logistics Officer (P-5), one Planning Officer (P-4) and 11 Logistics Officers (6 P-3 and 5 Field Service).

Movement Control Section

170. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 11 temporary positions in the Movement Control Section be abolished, comprising one Movement Control Officer (P-3), one Administrative Assistant (Field Service) and nine Movement Control Assistants (5 national General Service and 4 United Nations Volunteers).

Engineering Section

Table 36
Human resources:[a] Engineering Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Water and Sanitation Officer	Reassigned	From Aviation Section
	+11	NGS	Operators	Reassigned	From General Services Section
Temporary positions					
	+1	FS	Facilities Management Assistant	Redeployed	From General Services Section

	Change	Level	Functional title	Post action	Description
United Nations Volunteers					
	+2	UNV	Engineer	Reassigned	From Office of the Police Commissioner

[a] Thirty-four temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 176 below).

171. With a view to improving the management of the Mission's premises and facilities, it is proposed to consolidate facilities management functions under the Engineering Section. The Facilities Management Unit would be redeployed to the Engineering Section from the disbanded General Services Section and would be headed by a Facilities Management Assistant (Field Service) who would be responsible for the operation and maintenance of the Mission's buildings, office and accommodation facilities and support infrastructure (sewage, solid waste removal, cleaning, and pest, rodent and insect control), monitoring and supervision of contractual management services at 196 locations and multiple sites where the Mission has established its presence, as well as the development and implementation of office allocation plans for Mission personnel.

172. In addition to the post of Facilities Management Assistant as Chief of Unit, the proposed staffing establishment of the Unit would comprise 17 posts, one temporary position and three United Nations Volunteer positions.

173. It is also proposed that 11 national General Service posts be reassigned from the General Services Section to the Engineering Section as Wastewater Treatment Plant Operator posts in the Water and Sanitation Unit. The incumbents of the posts will be responsible for the operation, routine cleaning and minor maintenance of 28 United Nations-owned wastewater treatment plants in the 10 departments of Haiti. The Operators will also be responsible for the routine testing of treated wastewater to ensure effluent quality in accordance with the policy of the Department of Field Support.

174. In addition, it is proposed that an Aviation Safety Officer post (P-3) be reassigned from the Aviation Section to the Engineering Section as a post of Water and Sanitation Officer. The incumbent of the post will be responsible for the planning, design and implementation of the Wastewater Management Action Plan of the Mission to ensure that all wastewater of the Mission is managed in accordance with the guidance from the Department of Field Support. Management of wastewater has been a very critical issue in the aftermath of the Haiti cholera outbreak, and the Mission would require considerable resources to manage wastewater in all the camps. The Water and Sanitation Officer will provide planning and technical expertise in the installation, operation and management of 28 wastewater treatment plants of the Mission and ensure quality control in accordance with the Wastewater Management Action Plan.

175. Owing to the partial reduction in the post-earthquake surge activities in the substantive components and in order to optimize human resources by utilizing existing staffing for emerging priorities, it is proposed that two United Nations Volunteer positions be reassigned from the Office of the Police Commissioner to the Engineering Section as Engineer positions.

176. Also in line with the partial drawdown of the post-earthquake surge activities, it is proposed that 34 temporary positions in the Engineering Section be abolished, comprising one Chief Engineer (P-5), one Engineer (P-4), five Electrical Engineers (3 P-3 and 2 Field Service), six Engineering Assistants (Field Service), 14 Material and Assets Assistants (1 Field Service, 12 national General Service and 1 United Nations Volunteer), two Facilities Management Officers (National Professional Officer), three Facilities Management Assistants (United Nations Volunteers), one Budget Assistant (United Nations Volunteer) and one Geographic Information System Specialist (United Nations Volunteer).

Aviation Section

Table 37
Human resources: Aviation Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-3	Aviation Safety Officer	Reassigned	To Engineering Section
	-1	FS	Fire Safety Officer	Redeployed	To Security Section

177. It is proposed that a post of Aviation Safety Officer (P-3) be reassigned to the Engineering Section. The functions that were performed by the incumbent will be absorbed within the staffing establishment of the Section.

178. In view of the high costs of contracting external emergency crash and rescue services, it is proposed to centralize and strengthen all firefighting capabilities under the administrative control of the Security Section. Accordingly, in order to provide more efficient services and ensure the availability of the human resources necessary to perform aviation emergency crash and rescue services, it is proposed that a post of Fire Safety Officer (Field Service) be redeployed to the Security Section.

Communications and Information Technology Section

Table 38
Human resources:[a] Communications and Information Technology Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-3	Information Management Officer	Redeployed	From General Services Section
	+6	NGS	Mail Assistant	Redeployed	From General Services Section
United Nations Volunteers					
	+2	UNV	Information Management Assistant	Redeployed	From General Services Section

[a] Twelve temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 181 below).

179. With a view to improving the delivery of services and seeking synergies, the Information Management Unit will be transferred to the Communications and

Information Technology Section from the disbanded General Services Section. The Unit would be headed by an Information Management Officer (P-3), whose responsibilities would include: (a) ensuring accountability for the management of information within the custody, or under the control, of the Mission; (b) retaining a full and accurate record management programme documenting decisions and actions; (c) supporting the Mission's substantive and administrative departments and other key players in providing relevant information in a timely, cost-effective and accurate manner; (d) preserving the Mission's information in a manner that retains the information's authenticity, reliability, accessibility and integrity for as long as required; (e) supporting transparent and effective access to the Mission's information within legally established privacy and confidentiality restrictions in accordance with the Secretary-General's bulletin on information sensitivity, classification and handling (ST/SGB/2007/6) and with the Mission's internal policies; and (f) managing risks and protecting vital records and data for business continuity in the event of disasters associated with the Mission.

180. In addition to the post of Information Management Officer as Chief of the Unit, the proposed staffing establishment of the Information Management Unit would comprise six Mail Assistant posts (national General Service) and two Information Management Assistant positions (United Nations Volunteer) proposed for redeployment from the General Services Section.

181. In line with the partial drawdown of the post-earthquake surge activities, it is proposed that 12 temporary positions in the Communications and Information Technology Section be abolished, comprising one Chief of Telecommunications and Information Technology (P-5), one Chief Information Technology Officer (P-4), two Telecommunications Officers (National Professional Officers) and eight Telecommunications Assistants (United Nations Volunteers).

Transport Section

Table 39
Human resources:[a] Transport Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	NPO	Transport Officer	Reassigned	To Justice Section
	+1	NGS	Driver	Redeployed	From Supply Section
Temporary positions					
	+8	NGS	Driver	Redeployed	From Supply Section

[a] Nineteen temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 184 below).

182. In order to accommodate the increase in demand for vehicles to transport MINUSTAH personnel between Port-au-Prince and the regions, which is attributable to the reduction in the number of aircraft and flight hours in line with the partial drawdown of the Mission's surge capacities, it is proposed that nine Drivers (1 national General Service post and 8 temporary national General Service positions) be redeployed from the Supply Section.

183. It is also proposed that a post of Transport Officer (National Professional Officer) be reassigned to the Justice Section. The functions that were performed by the incumbent will be absorbed within the staffing establishment of the Section.

184. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed that 19 temporary positions in the Transport Section be abolished, comprising five Transport Officers (1 P-4, 1 P-3 and 3 Field Service), one Dispatcher (Field Service) and 13 Vehicle Mechanics (10 national General Service and 3 United Nations Volunteers).

Supply Section

Table 40
Human resources:[a] Supply Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	NGS	Driver	Redeployed	To Transport Section
Temporary positions					
	-8	NGS	Driver	Redeployed	To Transport Section
United Nations Volunteers					
	+1	UNV	Supply Assistant	Reassigned	From Office of Police Commissioner

[a] Thirteen temporary positions will be abolished owing to the partial drawdown of the post-earthquake surge capacity (see para. 186 below).

185. On the basis of the review of the mission support structure and in order to optimize human resources by utilizing existing staffing for emerging priorities, it is proposed that nine Drivers (1 national General Service post and 8 temporary national General Service positions) be redeployed to the Transport Section and that one Programme Officer position (United Nations Volunteer) be reassigned from the Office of the Police Commissioner as a Supply Assistant position.

186. In line with the partial drawdown of the post-earthquake surge activities, it is also proposed that 13 temporary positions in the Supply Section be abolished, comprising one Chief Supply Officer (P-5), one Fuel Officer (P-4), one Rations Officer (P-4), eight Supply Assistants (2 Field Service, 4 national General Service and 2 United Nations Volunteers), and two Rations Assistants (national General Service).

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Expenditures (2010/11)* (1)	*Apportionment (2011/12)* (2)	*Cost estimates (2012/13)* (3)	*Variance* Amount (4)=(3)-(2)	*Variance* Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	245 235.0	233 522.3	186 974.1	(46 548.2)	(19.9)
United Nations police	77 473.9	80 685.1	79 790.2	(894.9)	(1.1)
Formed police units	56 387.0	63 770.5	44 917.0	(18 853.5)	(29.6)
Subtotal	**379 095.9**	**377 977.9**	**311 681.3**	**(66 296.6)**	**(17.5)**
Civilian personnel					
International staff	91 287.1	95 264.1	90 390.6	(4 873.5)	(5.1)
National staff	34 173.1	34 838.3	30 019.1	(4 819.2)	(13.8)
United Nations Volunteers	11 738.9	12 571.2	10 589.9	(1 981.3)	(15.8)
General temporary assistance	13 543.5	27 674.8	6 942.1	(20 732.7)	(74.9)
Subtotal	**150 742.6**	**170 348.4**	**137 941.7**	**(32 406.7)**	**(19.0)**
Operational costs					
Government-provided personnel	2 870.7	4 635.0	4 526.1	(108.9)	(2.3)
Civilian electoral observers	—	—	—	—	—
Consultants	604.7	626.4	238.1	(388.3)	(62.0)
Official travel	6 375.0	7 745.3	4 210.4	(3 534.9)	(45.6)
Facilities and infrastructure	119 988.1	121 037.6	94 004.8	(27 032.8)	(22.3)
Ground transportation	31 512.1	12 796.5	12 552.4	(244.1)	(1.9)
Air transportation	28 463.7	26 767.2	21 692.7	(5 074.5)	(19.0)
Naval transportation	926.9	964.5	613.3	(351.2)	(36.4)
Communications	32 389.2	30 185.1	24 677.3	(5 507.8)	(18.2)
Information technology	13 487.7	6 336.4	6 400.7	64.3	1.0
Medical	9 405.6	8 641.5	7 738.5	(903.0)	(10.4)
Special equipment	3 931.7	4 909.4	3 496.4	(1 413.0)	(28.8)
Other supplies, services and equipment	23 271.9	13 045.9	9 616.1	(3 429.8)	(26.3)
Quick-impact projects	7 496.9	7 500.0	5 000.0	(2 500.0)	(33.3)
Subtotal	**280 724.2**	**245 190.8**	**194 766.8**	**(50 424.0)**	**(20.6)**
Gross requirements	**810 562.7**	**793 517.1**	**644 389.8**	**(149 127.3)**	**(18.8)**
Staff assessment income	16 699.0	18 070.0	12 624.0	(5 446.0)	(30.1)
Net requirements	**793 863.7**	**775 447.1**	**631 765.8**	**(143 681.3)**	**(18.5)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**810 562.7**	**793 517.1**	**644 389.8**	**(149 127.3)**	**(18.8)**

B. Non-budgeted contributions

187. The estimated value of non-budgeted contributions for the period from 1 July 2012 to 30 June 2013 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	5 235.7
Voluntary contributions in kind (non-budgeted)	—
Total	**5 235.7**

[a] Estimated rental value of Government-provided land and premises and landing charges.

C. Efficiency gains

188. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Rotation of military and police personnel	1 500.0	Improved planning and transport arrangements
Rations	1 066.6	Enhanced management of ration stocks
	398.0	Production of bottled water for military and formed police personnel through the Mission's water purification plants
Facilities and infrastructure	2 400.0	Extension of useful economic life of current equipment
	900.9	Reduction in fuel consumption for generators
	829.2	Reduction of spare parts and supplies
Ground transportation	1 332.8	Extension of useful economic life of existing vehicles and vehicle workshop equipment
	400.0	Reduction in spare parts through the implementation of the Just-in-Time Inventory system
	873.9	Reduction in fuel consumption
Air transportation	3 300.0	Reconfiguration of the aircraft fleet to 1 fixed-wing and 9 rotary-wing aircraft
	1 028.3	Reduction in fuel consumption
Naval transportation	313.4	Improved utilization of boats through the rationalization of routes to achieve increased efficiency of fuel consumption
Communications	850.0	Extension of useful economic life of current equipment
	240.0	Enhancement of the Mission's microwave backbone coverage and its expansion to the northern regions of Haiti, resulting in cost reduction for Internet services
Information technology	2 419.4	Extension of useful economic life of current equipment
Total	**17 852.5**	

D. Vacancy factors

189. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2010/11*	*Budgeted 2011/12*	*Projected 2012/13*
Military and police personnel			
Military contingents	3	3	4
United Nations police	6	5	6
Formed police units	31	20	6
Civilian personnel			
International staff	16	10	10
National staff			
National Professional Officers	12	8	8
National General Service staff	6	8	6
United Nations Volunteers	19	10	8
Temporary positions[a]			
International staff	58	30	30
National staff			
National Professional Officers	73	10	10
National General Service staff	47	10	10
Government-provided personnel	47	16	25

[a] Funded under general temporary assistance.

190. Pursuant to Security Council resolution 2012 (2011), the cost estimates for 2012/13 are premised on the full deployment of military and police personnel following the completion in 2011/12 of the reduction of 1,600 troops and 1,150 formed police personnel. Based on recent deployment patterns, the cost estimates reflect the application of delayed deployment factors of 4 per cent for military contingents and 6 per cent for United Nations police. Based on deployment patterns prior to the post-earthquake surge, a delayed deployment factor of 6 per cent has been applied to the cost estimates for formed police personnel.

191. Based on recent incumbency patterns, the cost estimates reflect the application of vacancy factors of 10 per cent for international staff and 25 per cent for Government-provided personnel. Taking into account the proposed abolishment of 352 temporary positions (162 international staff, 46 National Professional Officers, 92 national General Service staff and 52 United Nations Volunteers), the cost estimates reflect a vacancy factor of 30 per cent for international temporary positions, 10 per cent for national temporary positions and 8 per cent for United Nations Volunteers. Based on the projection that the proposed abolishment of temporary positions will increase the incumbency levels for regular posts, the cost estimates also reflect a vacancy factor of 8 per cent for National Professional Officer posts and 6 per cent for national General Service posts.

E. Contingent-owned equipment: major equipment and self-sustainment

192. Requirements for the period from 1 July 2012 to 30 June 2013 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $80,845,800, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	34 099.0
Formed police units	8 566.4
Subtotal	**42 665.4**
Self-sustainment	
Facilities and infrastructure	21 270.1
Communications	7 718.9
Medical	5 729.5
Special equipment	3 461 9
Subtotal	**38 180.4**
Total	**80 845.8**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 June 2004	—
Intensified operational condition factor	1.3	1 June 2004	—
Hostile action/forced abandonment factor	1.0	1 June 2004	—
B. Applicable to home country			
Incremental transportation factor	0.25-6.25		

F. Training

193. The estimated resource requirements for training for the period from 1 July 2012 to 30 June 2013 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	238.1
Official travel	
Official travel, training	815.2

Category	*Estimated amount*
Other supplies, services and equipment	
Training fees, supplies and services	480.5
Total	**1 533.8**

194. The number of participants planned for the period from 1 July 2012 to 30 June 2013, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2010/11	*Planned 2011/12*	*Proposed 2012/13*	*Actual 2010/11*	*Planned 2011/12*	*Proposed 2012/13*	*Actual 2010/11*	*Planned 2011/12*	*Proposed 2012/13*
Internal	889	1 606	1 631	1 639	2 544	2 258	994	2 341	2 669
External[a]	84	92	59	11	28	24	4	—	—
Total	**973**	**1 698**	**1 690**	**1 650**	**2 572**	**2 282**	**998**	**2 341**	**2 669**

[a] Includes United Nations Logistics Base and outside the Mission area.

195. The higher number of participants in internal training is attributable primarily to increased participation in the Mission's language programmes, specifically for Creole and French, by international and national staff as well as by military and police personnel following efforts by the Mission to promote these language programmes to all Mission components.

196. The lower number of participants in external training is attributable primarily to the proposed reduction of civilian personnel and to the Mission's focus on internal and online training activities in lieu of external training.

G. Community violence reduction programme

197. The estimated resource requirements for the community violence reduction programme for the period from 1 July 2012 to 30 June 2013 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	
Other services	6 000.0
Total	**6 000.0**

198. The community violence reduction programme remains a vital stabilization measure to address the ongoing political volatility, weakness of security institutions and persistent socio-economic challenges. Given that the expected delays in organizing legislative, municipal and local elections may lead to heightened

tensions, community violence reduction projects would help mitigate those tensions in the fragile urban communities that are the focus of the programme.

199. Accordingly, during the 2012/13 period, the Mission's community violence reduction programme will support ministries, local authorities and community groups to develop and implement at least 31 projects to generate employment and provide legal aid, socio-economic opportunities and psychosocial assistance to 35,000 beneficiaries, including at-risk youth, prison inmates, children and women affected by violence in 14 crime-prone and vulnerable areas identified by the Government. Out of the 31 projects, 3 specifically target the prevention of gender-based violence and the protection of children in crime-affected areas, including 2,250 children and 4,500 women who are victims of violence. The Mission's community violence reduction programme will also continue to focus on encouraging the return of internally displaced persons to their communities of origin.

200. MINUSTAH will also implement a public outreach and community mediation project to support the work of community leaders, representatives of youth, women's organizations and local authorities in the same crime-affected and vulnerable areas. These initiatives will be complemented by 80 sensitization and social mobilization activities for vulnerable groups in crime-affected areas to promote a culture of peace and raise awareness of sexual and gender-based violence, including through the use of print and broadcast media outlets.

201. To better assess the impact of its community violence reduction programme, the monitoring and evaluation activities of MINUSTAH in the 2012/13 period will incorporate lessons learned from prior periods. In addition, the programme will seek feedback from its implementing partners and from communities in which projects were implemented to examine and evaluate the overall impact of the programme.

202. Given the fragile security and political situation in Haiti, the process of handing over the community violence reduction programme to national authorities can be undertaken only in a gradual, phased and multi-year process, beginning with identifying the appropriate national institutional framework and actors. MINUSTAH has developed a bottom-up approach involving partnerships primarily with both national and international civil society actors and State institutions. In fact, Haitian non-governmental organizations, including a network of Haitian businesses as well as the Governmental Directorate of Prison Administration, have already implemented projects funded by the Mission's community violence reduction programme. To further the capacity-building of national organizations in managing funds and reporting on their implementation, MINUSTAH will implement a series of pilot projects with selected national institutions and ministries, possibly including the Ministries of Youth and Sports, Public Works and Planning and External Cooperation. The possibility of the national staff of MINUSTAH either working in national non-governmental organizations, establishing such organizations or serving as experts in Government institutions will also be explored and facilitated.

H. Quick-impact projects

203. The estimated resource requirements for quick-impact projects for the period from 1 July 2012 to 30 June 2013, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2010 to 30 June 2011 (actual)	7 496.9	229
1 July 2011 to 30 June 2012 (approved)	7 500.0	200
1 July 2012 to 30 June 2013 (proposed)	5 000.0	165

204. The socio-economic impact of the earthquake in January 2010 is still visible throughout the country. While the humanitarian efforts that followed the earthquake are likely to be reduced, and international funding for the response to cholera is decreasing, the international community has funded a number of projects for the reconstruction of Haiti. Nevertheless, the need to continue to provide support to Government institutions through quick-impact projects remains, as these projects have proven to be an essential and cost-effective tool, at least until the concrete implementation of the Action Plan for National Recovery and Development of Haiti has produced wider effects and is complemented by bilateral and multilateral initiatives on a small and medium scale country-wide.

205. In this context, for the 2012/13 period, quick-impact projects will continue to be a unique tool in addressing the most urgent needs of the population, in supporting Haitian institutions and civil society organizations in the response against cholera, improving the delivery of public services, reinforcing the capabilities of local government authorities, supporting access to a fair justice system, rehabilitating basic public infrastructures and addressing existing gaps in the recovery and reconstruction of the country. Quickly implementable small-scale projects are essential not only to address the basic needs of the population, especially in the most remote areas of the country, but also to build the confidence of Haitians in the Mission and its mandate and thus in the stabilization process.

206. Resources for quick-impact projects for the 2012/13 period are proposed in the amount of $5 million. The proposed estimate would provide for the implementation of a total of 165 projects comprising 100 projects on public infrastructure rehabilitation/construction and delivery of basic public services, 40 projects on livelihood/employment generation and 25 projects on training, capacity-building and awareness-raising.

III. Analysis of variances[1]

207. The standard terminology applied with respect to the analysis of resource variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

	Variance	
Military contingents	($46 548.2)	(19.9%)

- **Mandate: change in scale/scope of mandate**

208. The reduced requirements are attributable primarily to: (a) the reduction in the authorized strength by 1,600 military contingent personnel (from 8,940 to 7,340 personnel) as part of the partial drawdown of the post-earthquake surge activities pursuant to Security Council resolution 2012 (2011), resulting in lower provisions for rotation travel, rations, daily subsistence and recreational leave allowances and standard reimbursements to troop-contributing countries for major equipment and troop costs; and (b) the exclusion of a provision of a supplemental payment to troop-contributing countries, which was approved for the 2011/12 period only.

	Variance	
United Nations police	($894.9)	(1.1%)

- **Management: reduced inputs and same outputs**

209. The reduced requirements are attributable primarily to the application of a delayed deployment factor of 6 per cent to related cost estimates, compared with the delayed deployment factor of 5 per cent applied in 2011/12, based on recent deployment patterns.

	Variance	
Formed police units	($18 853.5)	(29.6%)

- **Mandate: change in scale/scope of mandate**

210. The reduced requirements are attributable primarily to: (a) the reduction in the authorized strength by 1,150 of formed police personnel (from 2,940 to 1,790) as part of the partial drawdown of the post-earthquake surge, pursuant to Security Council resolution 2012 (2011), resulting in lower provisions for standard reimbursements to formed police-contributing countries for related costs and major equipment, rotation travel and rations; and (b) the exclusion of a provision for a supplemental payment to formed police-contributing countries, which was approved for the 2011/12 period only.

	Variance	
International staff	($4 873.5)	(5.1%)

- **Cost parameters: discontinuance of entitlement to hazardous duty station allowance**

211. The reduced requirements result primarily from: (a) the exclusion of a provision for hazardous duty station allowance, owing to the discontinuance of the entitlement to civilian staff with effect from 1 March 2011; and (b) lower provisions for staff assessment, based on the international salary scales that came into effect in January 2012. The variance is offset in part by additional requirements for common staff costs estimated at 94.0 per cent of total net salaries, compared with 90.4 per cent in the 2011/12 period, based on recent expenditure patterns.

	Variance	
National staff	($4 819.2)	(13.8%)

- **Cost parameters: discontinuance of entitlement to hazardous duty station allowance**

212. The reduced requirements are the result of the exclusion of a provision for hazardous duty station allowance, owing to the discontinuance of the entitlement for civilian staff effective 1 March 2011.

	Variance	
United Nations Volunteers	($1 981.3)	(15.8%)

- **Mandate: change in scale/scope of mandate**

213. The reduced requirements are attributable to the proposed abolishment of 52 temporary United Nations Volunteer positions in connection with the partial drawdown of the post-earthquake surge in military and police capabilities.

	Variance	
General temporary assistance	($20 732.7)	(74.9%)

- **Mandate: change in scale/scope of mandate**

214. The reduced requirements are attributable primarily to the proposed abolishment of 162 temporary international positions and 138 temporary national positions, in connection with the partial drawdown of the post-earthquake surge in military and police capabilities.

	Variance	
Government-provided personnel	($108.9)	(2.3%)

- **Management: reduced inputs and same outputs**

215. The reduced requirements are the result of the application of a delayed deployment factor of 25 per cent, compared with a delayed deployment factor of 16 per cent applied in 2011/12, based on recent deployment patterns.

	Variance	
Consultants	($388.3)	(62.0%)

- **Mandate: change in scale/scope of mandate**

216. The reduced requirements are the result of a reduction in the number of training consultants from 53 in 2011/12 to 36 proposed for 2012/13, which is attributable to the reduction in the number of training programmes requiring consultants, in line with the reduction in Mission personnel.

	Variance	
Official travel	($3 534.9)	(45.6%)

- **Mandate: change in scale/scope of mandate**

217. The reduced requirements are attributable primarily to lower provisions for official travel for non-training purposes as a result of a decrease in within-Mission travel (from 13,042 trips in 2011/12 to 5,644 trips planned in 2012/13), which in turn is attributable to: (a) the reduction in the number of temporary positions in line with the partial drawdown of the post-earthquake surge; and (b) increased usage of video teleconferencing services in lieu of travel, especially in communicating with Mission personnel in the Santo Domingo Support Office.

	Variance	
Facilities and infrastructure	($27 032.8)	(22.3%)

- **Mandate: change in scale/scope of mandate**

218. The reduced requirements are attributable primarily to: (a) lower provisions for construction services, as no major construction projects are planned for the 2012/13 period, taking into account the partial drawdown of the post-earthquake surge in military, police and civilian capacities; (b) lower provisions for standard reimbursements to troop- and formed police-contributing countries for self-sustainment resulting from the reduction in the authorized strength by 1,600 military contingent personnel and 1,150 formed police personnel; (c) lower provisions for residential security services for non-civilian personnel based on recent expenditure patterns and reduced provisions for security at camps for internally displaced persons and at Government sites as a result of improvement in the security situation and the availability of the Government's own security services; and (d) lower provisions for alteration and renovation services attributable to the reduction of Mission personnel and the exclusion of provisions for the seven camps that were not constructed in the 2010/11 period.

	Variance	
Ground transportation	($244.1)	(1.9%)

- **Mandate: change in scale/scope of mandate**

219. The reduced requirements are attributable primarily to: (a) the projected decrease in diesel fuel consumption to 5.2 million litres, compared with 7.0 million litres in 2011/12, in connection with the partial drawdown of Mission personnel; and (b) decrease in liability insurance owing to the non-requirement for local insurance which was provisioned for following the earthquake. The variance is partly offset by additional requirements for spare parts owing to the fact that provisions were kept at a minimum in 2011/12, as spare part holdings were available after the earthquake surge.

	Variance	
Air transportation	($5 074.5)	(19.0%)

- **Mandate: change in scale/scope of mandate**

220. The reduced requirements are attributable primarily to the reduction of one fixed-wing and one rotary-wing aircraft to align the aviation fleet to the pre-earthquake level of operations and related requirements for aviation fuel. The variance is partly offset by the higher estimated cost of aviation fuel of $1.34 per litre compared with $1.00 per litre in 2011/12.

	Variance	
Naval transportation	($351.2)	(36.4%)

- **Management: reduced inputs and same outputs**

221. The reduced requirements are attributable to the projected decrease in fuel consumption to 0.2 million litres, compared with 0.6 million litres in 2011/12 resulting from improved utilization of the boats, including more fuel-efficient routes among the three locations serviced by the boats.

	Variance	
Communications	($5 507.8)	(18.2%)

- **Mandate: change in scale/scope of mandate**

222. The reduced requirements are attributable primarily to: (a) lower provisions for standard reimbursements to troop- and formed police-contributing countries for self-sustainment resulting from the reduction in the authorized strength of military and formed police personnel; (b) reduced number of, and contractual costs for, radio and television spots as well as reduced quantities of promotional materials; and (c) the decrease in the number of international contractual personnel (from 27 in 2011/12 to 20 in 2012/13) and of national contractual personnel (from 30 in 2011/12 to 20 in 2012/13) to maintain the Mission's communications infrastructure, and lower provisions for the radio room operations using in-house resources in lieu of the previous outsourced contract. The variance is partly offset by additional requirements for the acquisition of communications equipment to support the Mission's radio and microwave coverage in the northern regions in Haiti, to support the planned collocation of an additional 30 United Nations police offices with the Haitian National Police, and to replace equipment deemed obsolete and/or beyond economic repair.

	Variance	
Medical	($903.0)	(10.4%)

- **Mandate: change in scale/scope of mandate**

223. The reduced requirements are attributable primarily to lower provisions for standard reimbursements to troop- and formed police-contributing countries for self-sustainment resulting from the reduction in the authorized strength of military and

formed police personnel. The variance also results from reduced provisions for medical supplies, owing to the reduction of temporary civilian positions.

	Variance	
Special equipment	($1 413.0)	(28.8%)

- **Mandate: change in scale/scope of mandate**

224. The reduced requirements are primarily the result of lower provisions for standard reimbursements to troop- and formed police-contributing countries for self-sustainment owing to the reduction in the authorized strength of military and formed police personnel.

	Variance	
Other supplies, services and equipment	($3 429.8)	(26.3%)

- **Mandate: change in scale/scope of mandate**

225. The reduced requirements are attributable primarily to the decrease in the number and scope of community violence reduction projects, in connection with the partial drawdown of surge activities in the aftermath of the 2010 earthquake.

	Variance	
Quick-impact projects	($2 500.0)	(33.3%)

- **Mandate: change in scale/scope of mandate**

226. The reduced requirements are mainly the result of the decrease in the number and scope of quick-impact projects, in connection with the partial drawdown of surge activities in the aftermath of the 2010 earthquake.

IV. Actions to be taken by the General Assembly

227. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $644,389,800 for the maintenance of the Mission for the 12-month period from 1 July 2012 to 30 June 2013;**

(b) **Assessment of the amount of $187,947,025 for the period from 1 July 2012 to 15 October 2012;**

(c) **Assessment of the amount of $456,442,775 for the period from 16 October 2012 to 30 June 2013 at a monthly rate of $53,699,150, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 65/289 and 65/256 B, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. General Assembly

(Resolution 65/289)

Decision/request	*Action taken to implement decision/request*
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 15).	The Mission has taken into consideration all parameters that drive the proposed budget so as to present a more realistic and accurate budget.
Requests the Secretary-General to intensify his efforts to achieve economies of scale within and between field missions without undermining their operational requirements and the implementation of their respective mandates and to report thereon in the context of the overview report (para. 17).	The Mission has taken the necessary steps in implementing economies of scale by relocating its back office administrative functions to Santo Domingo, resulting in savings to the Organization. The Santo Domingo Support Office is an administrative services back office that provides support to the substantive elements of MINUSTAH located in Haiti. The Office aims to provide economies of scale, reduce risk to human resources and provide a back office for purposes of travel, medical evacuations and emergency response capabilities. A strategic assessment and high-level functional review analysis of the Santo Domingo Support Office was completed in February 2012. The objective of the review was to: (a) clearly define a concept of operations for a back office serving a single mission; and (b) map the processes in the various administrative services entities to create a cost-effective and operationally efficient delivery of services from a consolidated back office location. The recommendations from this study are likely to result in the reconfiguration of the Mission's current support structure, while ensuring operational efficiency and effectiveness.

Decision/request	*Action taken to implement decision/request*
Recalls paragraph 47 of the report of the Advisory Committee on Administrative and Budgetary Questions (para. 24).	The Mission has, as of mid-2011, ended the operation of the recruitment tiger team owing to the significant reduction in the number of posts as well as the positive results of the team's efforts. In addition, the Mission has reduced the average vacancy rate of international staff from 15.9 per cent in 2010/11 to 11.0 per cent in 2011/12 as of January 2012.
Emphasizes the importance of further steps to make training programmes more relevant and cost-effective through, inter alia, the training of trainers and the use of videoconferencing and e-learning where feasible and stresses that travel for training purposes should be kept under close review (para. 31).	The Mission has conducted, and will continue to expand, the training of trainers in various capacity-building programmes to maximize its investment in training. In terms of e-learning, the Mission continues to subscribe to interactive distance learning programmes offered by the Department of Peacekeeping Operations and makes various online training programmes available on its Intranet for its personnel to use as an alternative to classroom training. Videoconferencing will be explored as another alternative as training facilities will be expanded, and a consultant will be engaged to apply best practices on training methodology using video teleconferencing equipment.
Notes the increasing role of national staff in peacekeeping operations and the need to build national capacities and provide professional development opportunities for national staff, and emphasizes that national staff should be fully included in all relevant training programmes (para. 32).	In terms of training with cost implications to the Mission, 2,258 national staff members are expected to participate in internal training activities and 24 in external training activities. The Mission ensures that national staff are given opportunities to take advantage of training programmes. The Mission delivers training in the regions as well as in Port-au-Prince on a variety of courses, and typically the participation of national staff outnumbers that of international staff.
Stresses that the effective management of rations means ensuring that United Nations peacekeepers receive sufficient rations of appropriate quality for three meals per day, including planning, organizing and controlling the operations from initial requisition to final payment to suppliers as well as accurate and reliable recordkeeping and filing (para. 40).	Focus on rations accountability and end-user satisfaction has resulted in effective rations management and control system. Contingents are assisted in the requisitioning order process to enhance the dietary and nutritional balance of rations, invoices are processed to ensure timely payment to rations contractors, and training is provided to incoming designated officers to provide contingents with relevant tools and skills with respect to the rations policy.

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure that all missions monitor and evaluate the quality management systems of rations contractors to ensure that food quality and hygienic conditions are in accordance with established standards (para. 41).	The Mission regularly conducts verification and validation inspections of its rations contractors to ensure compliance with contract specifications and standards, such as good hygienic practices and good manufacturing practices.
Urges the Secretary-General to continue to implement the new standard ratios for personal information and communications technology equipment resulting from his 2010 review and to ensure the most appropriate level of service with regard to satellite communications and Internet services in each location within missions, taking into account operational requirements (para. 42).	Standard ratios for end-user devices are applied by the Mission. Migration from a VSAT infrastructure to a microwave terrestrial infrastructure is ongoing, to better respond to the demands of users in terms of capacity and availability. Provision of Internet services is monitored constantly through the use of monitoring tools and adjusted regularly to respond to operational requirements.
Requests the Secretary-General to continue to ensure that the utilization of systems contracts is subject to prior full analysis of all costs, in accordance with current practice (para. 44).	By providing input during the analysis process and through close cooperation with United Nations Headquarters, MINUSTAH works to ensure that all system contracts are subject to the total cost of ownership analysis prior to award and mobilization.
Requests the Secretary-General to continue his efforts with regard to standardized training and awareness-raising on sexual exploitation and abuse matters (para. 64).	The Conduct and Discipline Team in MINUSTAH has developed standardized induction training modules for all categories of personnel on misconduct, including sexual exploitation and abuse, which are delivered regularly. Refresher training on sexual abuse and exploitation has also been developed for uniformed personnel. The Conduct and Discipline Team is currently developing a training strategy for all personnel that would include an additional and separate module on sexual abuse and exploitation as well as on sexual harassment. Training and sensitization sessions on gender were organized for all new military, police and civilian personnel. In addition, special training sessions were conducted for military and police officers deployed in earthquake-affected areas, with a special focus on temporary settlements. Special training was also organized in support of the standard operating procedures on sexual assault and domestic violence for United Nations police officers.

Decision/request	*Action taken to implement decision/request*
Notes with concern the recurrence of problems previously identified by the Board of Auditors with regard to the management of expendable and non-expendable property (para. 75).	To eliminate/prevent the problems identified by the Board of Auditors, the Mission established the Property Management Section with effect from 1 April 2011 to address all such issues, act as advisory to other components when necessary, and ensure that all key performance indicators are met and proactive steps taken, especially with regard to unit stock and non-expendable assets. For example, regular reports are sent to self-accounting units advising them on overstock and to take corrective actions.
Stresses the importance of the Secretary-General's stewardship of managing assets for peacekeeping, including expendable and non-expendable property and strategic deployment stocks, and reiterates its requests to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards that would prevent waste and financial loss to the Organization (para. 76).	The Property Management Section of the Mission has introduced regular meetings with asset managers of self-accounting units to identify and address issues of concerns. The Property Control and Inventory Unit in the Mission is also intensifying its 100 per cent physical verification of all United Nations-owned equipment in the Mission and regular notifications for reconciliations are sent out for assets not located. It is expected that the Mission will achieve at least 95 per cent physical verification of all United Nations-owned equipment in the 2011/12 period.

(Resolution 65/256 B)

Decision/request	*Action taken to implement decision/request*
Regrets that the share of procurement activities awarded to local vendors has substantially decreased during the current financial year, and reiterates its request to the Secretary-General to ensure that the Mission increase procurement opportunities for local vendors (para. 13).	The Mission will continue to ensure that equal procurement opportunities are provide o local vendors in accordance with the applicable United Nations rules and regulations.
Recalls paragraph 41 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to ensure the efficient, expeditious and full implementation of the total amount allocated to quick-impact projects for the period from 1 July 2011 to 30 June 2012 in order, inter alia, to contribute to the recovery effort and foster better relations with the local communities (para. 14).	The Mission is currently revising the Standard Operating Procedures for quick-impact projects while a new integrated task force has recently been established to identify and address internal issues that could delay project implementation. In addition, new management tools have been designed to focus on training quick-impact project focal point teams deployed in the 10 departments of the country, aimed to further enhance quick-impact project management. These efforts are intended to increase the effective use of funds and the tailoring of projects to respond to the needs of the local population and contribute to the Government of Haiti's recovery programmes, while concurrently sustaining and augmenting the positive relations of the Mission with local communities

Requests the Secretary-General, in submitting his next budget proposal for the Mission, to fully review current needs assessments on the ground regarding quick-impact projects, taking into account the related guidelines of the Department of Peacekeeping Operations of the Secretariat on quick-impact projects (para. 15).	Following the guidelines of the Departments of Peacekeeping Operations and Field Support, the Mission is currently undertaking an evaluation of its quick-impact projects programme since its inception in 2004. The final report is expected within the first half of 2012. Several field visits will take place to assess how successfully quick-impact projects have promoted and fostered understanding of the Mission's mandate, as well as dialogue and confidence-building among the population. The assessment will also evaluate the quality of the projects' outcomes and their impact on beneficiaries. Equally important, there will be an analysis of the quick-impact projects project cycle with a view to identifying strengths and weaknesses in project management, and qualitative data will be collected to identify best practices and lessons learned. The Mission has recently put in place a mechanism that collects and assesses more systematically the demands of the population and those of the public institutions, at both central and local levels, according to the different categories of project, e.g. capacity-building, public infrastructures and services, and livelihood/income generation. This system will allow an easier collection of statistical data and their analysis.
Requests the Secretary-General to strengthen coordination among the Mission, the United Nations country team and other United Nations entities, including in addressing the root causes of unexpected emergencies, such as the situation resulting from the cholera outbreak (para. 18).	The Mission and the United Nations country team have jointly developed a United Nations integrated strategic framework for Haiti for the period from July 2010 to December 2011. The priorities of the framework are aligned with those of the Government's 2010 Action Plan for National Recovery and Development. Thus, the framework sets out objectives related to the territorial rebuilding of Haiti, including in the area of emergency preparedness and disaster risk reduction. Following consultations with the Government, it was decided to extend the framework by one year, until December 2012. While the framework will continue to focus on the development and reconstruction priorities to be set by the Government for 2012 and beyond, it will also support State institutions to improve their response capacity and preparedness for natural disasters, emergencies and epidemics. Regarding the next strategic planning phase, the Mission and the United Nations country team have decided to go ahead with the elaboration of a new integrated strategic framework for the period 2013-2016. Such an integrated document is all the more relevant, as the Mission will be drawing down its presence in Haiti, which will require close coordination with United Nations entities that will remain in-country during and after the transition phase.

Also requests the Secretary-General to intensify his efforts to put into effect measures to mitigate the environmental impact of the Mission on Haiti (para. 19).	The Mission has taken all the necessary steps to put into place water treatment plants that will mitigate the direct impact on the environment in the Mission.

B. Advisory Committee on Administrative and Budgetary Questions

(A/65/743)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee continues to consider that budget implementation should be judged on the basis of the achievement of the objectives outlined in the results-based-budgeting framework and efficiency in the use of resources, rather than solely through the budget expenditure rate. The Committee also reiterates the need for a distinction to be made between savings and under expenditures (see A/63/746, para. 16). While savings, which are in essence cost reductions achieved through efficiency measures, establish a lower baseline level of funding and therefore have an impact on future budgets, under expenditures, which can reflect delays in the implementation of programmed activities, may lead to increased expenditures in the following periods. Furthermore, the factors that can lead to under expenditures go beyond the delays in the implementation of programmed activities or their non-implementation. Such factors may include over-budgeting or a failure to fully analyse initiatives before resources are sought for their implementation (see A/65/743/Add.6, paras. 8 and 9) (para. 19).	The Mission's proposed budget for 2012/13 is planned by various components in line with its operational requirements. The Mission's proposed outputs are linked to the resources proposed, and any additional changes to resource requirements will have a direct impact on the outputs in the results-based-budgeting framework. The Mission ascertains that all the necessary steps are taken to ensure that its budget is credible and efficient in using fewer resources in meeting the Mission's outputs and mandate as a whole and does not reflect delays in the implementation of programmed activities. The proposed budget for 2012/13 reflects a decrease from the 2011/12 budget, and the Mission further strives to identify additional efficiency gains through finding more economic and viable solutions to reduce costs in operations. The Mission proposes an overall efficiency gain of $17,852,500.
The Advisory Committee notes the general improvement indicated by the Board of Auditors and expects that this trend will be sustained in forthcoming financial periods. The Committee remains concerned, however, that the Board continues to identify systemic shortcomings as well as recurring problems. The Committee is also concerned about the slow implementation of the recommendations made by the Board. The Committee further emphasizes that managerial action with regard to this matter and the overall efforts of the Organization to achieve accountability are closely linked (see A/65/782, para. 12) (para. 20).	Despite improvements in the implementation of recommendations made by the Board, the Mission acknowledges that further improvements are required. While the responsibility to implement observations lies with the individual self-accounting units in the Mission, the role of the Office of the Director of Mission Support in this process is invaluable in terms of follow-up and review of existing processes and procedures.

The Advisory Committee recognizes that the fast changing environments within which peacekeeping missions operate can necessitate the readjustment of operational plans and, as such, a requirement for budgetary redeployments between expenditure groups may arise during the financial period. In order to preserve budgetary transparency and discipline, however, the Committee expects that proposals for redeployment will continue to be scrutinized to ensure that the authorizations given are limited to what is necessary to meet changing priority requirements (para. 22).	The Mission is mindful of the Advisory Committee's concerns and takes all the necessary steps to be transparent in justifying redeployments based on current operational requirements which could not be foreseen at the time of budget preparation.
The Advisory Committee acknowledges the ongoing efforts to refine and improve the presentation and logical frameworks of the peacekeeping budgets. However, as highlighted by the Board of Auditors in its most recent report on peacekeeping operations (A/65/5 (Vol. II)), shortcomings remain. The Advisory Committee shares that view and finds, for example, the outputs presented in the budget documents of some missions to be too numerous and detailed. The Committee considers that one of the challenges in the presentation of the logical frameworks is how to provide measurable benchmarks that enable Member States to assess how effectively mandates are being implemented and also meet the specific needs of the Secretariat to use such frameworks as planning and monitoring tools. From the viewpoint of its role in the budgetary review process, the Advisory Committee has expressed the view that the framework's feasibility, in particular for peacekeeping operations, needs to be revisited. In this regard, the Committee looks forward to reviewing the proposals resulting from the work of the Results-based Management Task Force which are to be presented to the General Assembly at its sixty-sixth session (para. 26).	The Mission's outputs are directly linked to the expected accomplishments of the various components and the mandate of the Mission as a whole. The outputs are reviewed by subject matter experts, ensuring that they are succinct and indicate measurable benchmarks which represent the ability of the Mission to meet its desired goals.
Given the current level of peacekeeping expenditure, which in 2009/10 exceeded $7.5 billion, the Advisory Committee believes that efficiency gains of some $24 million are insufficient (para. 27).	The Mission strives to find solutions to improve efficiency gains and has identified $17,852,500 in such gains in its proposed budget for the 2012/13 period.
The Committee is of the view that the Secretary-General should continue to review long vacant posts and posts whose functions may no longer be deemed necessary. Moreover, the Committee continues to hold the view that posts that are no longer required should be abolished and that new posts should be fully justified (see A/64/660, para. 19) (para. 30).	As part of the staffing review and budget process, sections within the Mission were instructed to review the overall organizational structure based on functional and operational needs. The exercise has resulted in significant reductions in temporary positions that will not be required, including vacant positions, which are proposed for abolishment for the 2012/13 period.

The Advisory Committee is of the view that the exercise carried out in response to General Asser y resolution 65/248 also highlights the extent to which many peacekeeping posts have remained vacant for long periods. This issue had also been noted in the report on peacekeeping operations by the Board of Auditors, who expressed the view that this could indicate that the positions in question may no longer be needed, especially if missions were discharging their mandates satisfactorily using existing resources (A/65/5 (Vol. II), para. 218). The Committee reiterates the need for long vacant posts to be reviewed on an ongoing basis and, in particular, before proposals for new posts are put forward to the General Assembly (para. 43).	As reflected in the present report, the Mission has carried out a review of its overall organizational requirements, in line with the expected accomplishments linked to the Mission's mandate, resulting in positions being proposed for abolishment.
Given the importance of current information and accurate data for the effective management of human resources, the Advisory Committee considers that the extent of the discrepancies necessitates that the underlying causes be analysed and addressed (para. 44).	Any discrepancies in reporting will be analysed with a view to improving how data are collected and incorporated.
Given the significant number of pre-cleared candidates on the rosters and the likely availability of staff from missions that are moving to a drawdown or transition phase, the Advisory Committee expects that a demonstrable impact in terms of a lowering of vacancy rates in peacekeeping operations and in the time taken to recruit staff will now begin to be seen (see also paras. 49 and 50 below). These factors should also reduce the requirement for the use of recruitment tiger teams, which, as the Committee has previously pointed out, are a cost-intensive mechanism (see A/64/660, para. 42) (para. 47).	The Mission agrees with the assessment that the availability of candidates on rosters will facilitate the timely recruitment of staff. MINUSTAH is in a partial drawdown phase of the surge activity following the earthquake in 2010, whereby vacancy rates will reduce significantly in the coming years. The MINUSTAH tiger team ceased to exist on 28 July 2011, and its staff has since either been reassigned to start-up missions or been redeployed within the Mission to carry out regular recruitment exercises.
In view of the significant level of expenditure on fuel and the vulnerability of fuel operations to fraud and abuse, the Advisory Committee expects that priority will be given to the timely implementation of the electronic fuel management system in all peacekeeping operations. In the interim, the Committee expects that efforts will continue to ensure proper oversight and internal controls (para. 62).	Whereas the implementation of the electronic fuel management system has not yet begun in the Mission, it is expected to be carried out soon. In the meantime, the Fuel Fraud Cell carries out an array of duties to deter any fraud in the issuance and consumption of fuel to all end-users in the Mission. These duties include, but are not limited to, periodic site inspections, receipt of end-user monthly returns, feedback of inputs and scrutiny of received data. The Cell also carries out frequent briefings for incoming military and police personnel. These briefings outline the required reporting line and documentation of all fuel usage.

The Advisory Committee welcomes the extent to which the provision of rations to peacekeeping personnel is sourced through the local economy. The Committee notes the reduction in the average cost of rations reported by the Secretary-General and encourages continued efforts to ensure the cost-effective and timely provision of food of the required quality in all peacekeeping operations (para. 65).	The implementation of the new United Nations Rations Scale policy will provide the required cost-effectiveness for the Mission. The current rations contract has been extended for two months, ending 23 April 2012, with an option to extend for one month to enable United Nations Headquarters to complete the new rations scale policy contract negotiation. In addition, the Mission's Quality Assurance Cell will intensify regular verifications and validation inspections over all works and services of the contractor, including but not limited to cold chain management, pest control, and compliance to specifications and standards of all commodities, especially fresh fruits and vegetables. The rations delivery schedule plan will also be monitored, and complaints on delay will be addressed in a timely and swift manner.
The Advisory Committee expects that environmental conditions will be taken into account in determining whether items available through systems contracts are suitable for service in a particular location. The prevailing environmental conditions should also be a factor in establishing the appropriate replacement cycles for equipment in each peacekeeping operation (para. 68).	The Mission will work with United Nations Headquarters in ensuring that environmental concerns are fully addressed in all solicitation documents and incorporated in resulting system contracts.
The Advisory Committee has noted with concern the findings of the Board of Auditors in respect of the underutilization and low occupancy rates in certain missions (A/65/5 (Vol. II), paras. 238-250). The Committee also notes the financial impact of the increase in the cost of aviation fuel, as highlighted in the Secretary-General's report (A/65/738, para. 6). The Committee expects that the initiatives outlined by the Secretary-General will have a positive impact in these areas and that future reports will provide quantitative evidence of progress in that regard (para. 86).	The Mission's proposed budget for the 2012/13 period was formulated taking into consideration actual operational requirements of the Mission and the cost of aviation fuel based on the current short-term turn key aviation fuel contract. Furthermore, the Mission always takes into account means that are safe, secure, efficient, cost-effective and responsive to the Mission's operational needs. In the area of aviation operations in particular, the Mission periodically revises its regular weekly flight schedule and rotates/redeploys some of its air assets to match the required aircraft capacity to improve passenger capacity utilization. Every effort is being made to carry out the initiatives outlined by the Secretary-General.
The Advisory Committee is concerned that the majority of missions have yet to complete the required comprehensive mission training plans. Given that overall peacekeeping training resources for the current period exceed $25 million, of which mission budgets account for $18 million, the completion of the plans should be a priority. As such, the Committee recommends that the Secretary-General be requested to ensure that all missions comply with this requirement (para. 114).	The comprehensive mission training plans reflect the minimum training requirements for each section in the Mission. As a result, the proposed training budget has decreased by 35 per cent compared with 2011/12.

The Advisory Committee has repeatedly emphasized the need for training programmes and objectives to be linked to mandate implementation and organizational goals. The Committee views the establishment of strategic peacekeeping training priorities and the requirement for comprehensive individual mission training plans to reflect mission-specific needs as a positive step towards ensuring that this linkage occurs. The Committee expects that requests for training resources within the proposed mission budgets for the 2012/13 period will be made on the basis of clearly identified priorities laid down in the training plans of the respective missions (para. 115).	The Mission works very closely with United Nations Headquarters to have a better global understanding of training priorities in peacekeeping operations, and training programmes that have been budgeted are in line with training priorities such as in management, communications, and protection of civilians. As such, training programmes with financial implications proposed for the 2012/13 period are required or highly recommended due to their alignment with the results-based-budgeting framework, based on recommendations of the Board of Auditors, required for certification in certain areas of responsibility (e.g. movement control, aviation, security, aviation safety) or necessary to operate new machinery and equipment (e.g. in transport and security).
Given the level of funding being provided for training activities, the Advisory Committee is of the view that continued efforts are required to maximize the effectiveness and efficiency with which training programmes are delivered. In this regard, the Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/63/746, para. 63) (para. 135).	The Mission has prioritized training activities in the mission area by bringing consultants to Port-au-Prince and by getting mission staff certified through training of trainers.

(A/65/743/Add.15)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee reiterates the need for expeditious implementation of the relevant recommendations of the Board of Auditors (para. 3).	As indicated above in its response to paragraph 20 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/743), MINUSTAH is working to enhance its capacity in improving its implementation of the recommendations of the Board of Auditors.
The Advisory Committee expects that all outstanding claims will be settled expeditiously. In addition, the Committee expects that the 10 draft memorandums of understanding will be finalized as soon as possible (para. 10).	Five (out of 10) memorandums of understanding have been signed.

The Advisory Committee reiterates that general temporary assistance funding should be used as a short-term capacity to enable an effective response to immediate needs of the Mission (A/65/586, para. 23). In that regard, the Committee requests the Secretary-General to keep under review the Mission's general temporary assistance requirements and make the appropriate adjustments leading to the phasing out of the temporary positions (see A/65/776, para. 22) (para. 26).	The Mission has taken steps to stringently review short-term general temporary positions with an aim to extend only those functions that were still required to implement programmes or projects. As a result, 352 temporary international and national positions (including United Nations Volunteers) are proposed for abolishment for the 2012/13 period.
The Advisory Committee requests the Secretary-General to intensify his efforts to settle the unresolved claims (para. 33).	The Mission acknowledges that the processing of third-party claims was slower than normal given the volume of earthquake-related claims. Renewed focus is now being placed on resolving outstanding third-party claims.
The Advisory Committee notes the increase in maximum funding per project and urges the Secretary-General to make full use of the quick-impact projects in order to contribute to the recovery effort and foster better relations with the local communities (para. 41).	The increase in maximum funding per project to $100,000, approved in September 2010 as an extraordinary measure, provided the Mission with additional opportunities to execute more effective and responsive projects in support of local demands and the priority areas in recovery efforts of the Government of Haiti. This measure has allowed the Mission to support projects with higher impact and has increased the cost-effectiveness on the use of funding. Specifically, the increased funding ceiling made possible the implementation of more effective income generation projects, which reached a greater number of direct beneficiaries. Furthermore, it enabled the Mission to better respond to disaster prevention needs with projects (e.g. cleaning, rehabilitating and/or construction of drainage canals; extension and/or rehabilitation of public water networks and drinking water facilities; and rehabilitation of roads) that previously could not be implemented at a lower ceiling. The increased funding ceiling also better facilitated the rehabilitation and/or construction, as well as equipping, of much needed public infrastructure (e.g. peace tribunal, town halls, public schools, police stations, health-care facilities). Equally important, with an increased funding ceiling per project, MINUSTAH could target more experienced and reliable implementing partners in both Haiti and the international community. Overall, since 2004, the Mission has made full use of its quick-impact projects programme with 100 per cent allocation of resources to finance 1,072 projects.

The Advisory Committee notes the benefits of the Santo Domingo Liaison and Support Centre as explained by the Secretary-General. However, the Committee is of the opinion that the Secretary-General should examine the long-term necessity of maintaining the Centre and report to the General Assembly in the context of the next proposed budget (para. 47).	The Santo Domingo Support Office is an administrative services back office that provides support to the substantive elements of MINUSTAH located in Haiti. The Office aims to provide economies of scale, to reduce risk to human resources and to provide a back office for purposes of travel, medical evacuations and emergency response capabilities. The report on the strategic assessment and high-level functional review analysis of the Support Office, completed in February 2012, is pending finalization by the Mission.

C. Board of Auditors

(A/65/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the Department of Field Support require all missions to improve the rate of implementation of quick-impact projects (para. 102).	The Mission has taken steps to increase the rate of disbursement for quick-impact projects through: (a) the higher maximum ceiling of $100,000 per project which has enabled the Mission to implement projects with increased impact and more flexibility; (b) a more transparent and functional mechanism put in place to monitor project implementation; (c) dedicated project management tools provided to all MINUSTAH regional focal points for quick-impact projects; and (d) a focal point for quick-impact projects identified in the Mission's Finance Section, which has significantly improved the rate at which funds are released. Nevertheless, the time frame for payment processing and administrative constraints remains a challenge for the Mission.
The Board recommends that the Department of Field Support require all missions: (a) to carry out full and complete physical verifications of non-expendable property; (b) to make every effort to ascertain the reasons why assets have not been located; and (c) to expedite the process of discrepancy reconciliation to ensure that the data relating to non-expendable property are accurate (para. 130).	Since the beginning of the 2011/12 period, the Mission has begun the process of carrying out the physical verification of 100 per cent of non-expendable property, with 77 per cent inspected as of the end of February 2012. While the total number of assets "not yet found" is pending the completion of the 100 per cent physical verification, the Mission's Property Management Section has intensified efforts to strengthen cooperation and coordination with the self-accounting units and end users to reduce the number of items "not found". To expedite the process of discrepancy reconciliation, the Mission's Property Control and Inventory Unit has begun issuing weekly reports to all self-accounting units, and the reports have been responded positively by the self-accounting units.

The Board reiterates its previous recommendation that the Administration strengthen the monitoring of the write-off and disposal of non-expendable property at missions to ensure that appropriate measures are taken to expedite all pending write-offs and disposals (para. 138).	The Mission's Local Property Survey Board meets regularly to review cases for write-off of assets. With recent changes in the financial threshold to categorize items for write-off based on residual values (as approved by the Department of Field Support in March 2011), the Mission has been able to expedite write-off of lower value items. During the current 2011/12 period, over 15,000 items of United Nations-owned equipment have been written off with a combined purchase value of $13.2 million. The Mission has issued five different standard operating procedures providing guidance and establishing procedures to review write-off and disposal of United Nations-owned equipment, including documents on environmental compliance standards and the management of hazardous materials to be disposed. Standardized language has been incorporated in the minutes of the Local Property Survey Board to include multiple methods of disposal in case sale is not possible, which has reduced time spent to dispose items. In addition, efforts are being made to expand the current disposal yard in order to increase the capabilities of local disposal of written-off United Nations-owned equipment, including the incineration of medical waste and other hazardous material.
The Department of Field Support agreed with the Board's recommendation that all missions be required to: (a) establish appropriate stock ratios for all categories of property based on mission-specific circumstances; and (b) regularly review their non-expendable property to ensure compliance with the established stock ratios and to avoid situations in which items are held in stock for unduly long periods (para. 147).	Stock ratio for the Mission's communications and information technology assets has been established at 10 per cent. The current actual stock ratio in the Mission is 9.9 per cent. The Mission makes continuous efforts to maintain and even further reduce the stock ratio. It should be noted that Mission priorities and a number of specific operational circumstances prevented MINUSTAH from declaring surplus on all the items that have been held in stock for more than six months. The Mission frequently experiences long delivery times owing to the uncertain supply chain. In addition, many items currently in stock are still well within their usable life, and discarding those stock items might lead to ordering replacements in the future. Nevertheless, the Mission regularly reviews its stock holdings and was able to declare a number of items as surplus.

The Board recommends that the Department of Field Support require that all missions establish comprehensive stock level policies and take appropriate action with regard to slow-moving stock (para. 163).	A target has been established by United Nations Headquarters such that ageing stock (the number of assets in stock for a period longer than 6 months) should be below 50 per cent. Currently, 9 per cent of the Mission's communications and information technology assets have been in stock for longer than 6 months. In addition, the MINUSTAH Supply Section has established stock levels for slow-moving items, which are reviewed as of 30 June every year. Furthermore, continuous efforts are being made to take appropriate action in regard to slow-moving stock by applying the first-in/first-out method. In addition, timely action is being taken on writing off slow-moving stock which is no longer needed.
The Board recommends that the Department of Field Support, in collaboration with MINUSTAH, expedite the appointment of additional personnel to undertake all inspections of contingent-owned equipment (para. 170).	Within the framework of the overall reorganization of the Mission's support services, MINUSTAH proposes the consolidation of property management functions under the Property Management Section which will enhance operational response and reporting, including physical verification and inspection of contingent-owned equipment. The Section will comprise 36 posts, 8 United Nations Volunteer positions and 14 temporary positions through redeployment and reassignment.
The Board recommends that the Department of Field Support conduct a review on long-vacant posts to determine whether they are still needed and take appropriate action, as necessary (para. 219).	The recommendation has been implemented. With the proposed abolishment of 352 general temporary positions previously approved for MINUSTAH after the 2010 earthquake, the number of senior and middle management vacancies will decrease accordingly.
The Board recommends that the Department of Field Support require MINUSTAH to regularly monitor the cost of maintaining the vehicles under its control and keep documentary evidence of the cost/benefit analysis used to support the continued use of vehicles reaching their replacement or write-off period (para. 266).	The Mission's vehicle write-off policy is in accordance with the policies and guidelines of the Department of Field Support.

The Board recommends that the Department of Field Support require that MINUSTAH establish and maintain an information technology environment with adequate security protection (para. 292).	Physical and environmental security controls have been implemented in MINUSTAH to protect the Mission's resources and facilities. All data centres are equipped with electronic door systems, fire prevention, closed circuit television and smoke detectors. All data centres are redundant, so that neither the failure of supporting facilities nor a structural collapse would affect the Mission's operations. All mobile systems (i.e. laptops) have been provided with a lock. The Mission has implemented identification and authentication controls and secure wireless access to ensure that the system is able to identify and differentiate among users. Unique identifications of users are in place, with continuous review of user identification, including that of inactive users. All users are required to authenticate their identity through the use of passwords (with a specific policy on password in place, e.g. on the length and validity period), and access to authentication data is restricted.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section I):

- **Post establishment.** A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment.** An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment.** An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification.** An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment.** An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion.** Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

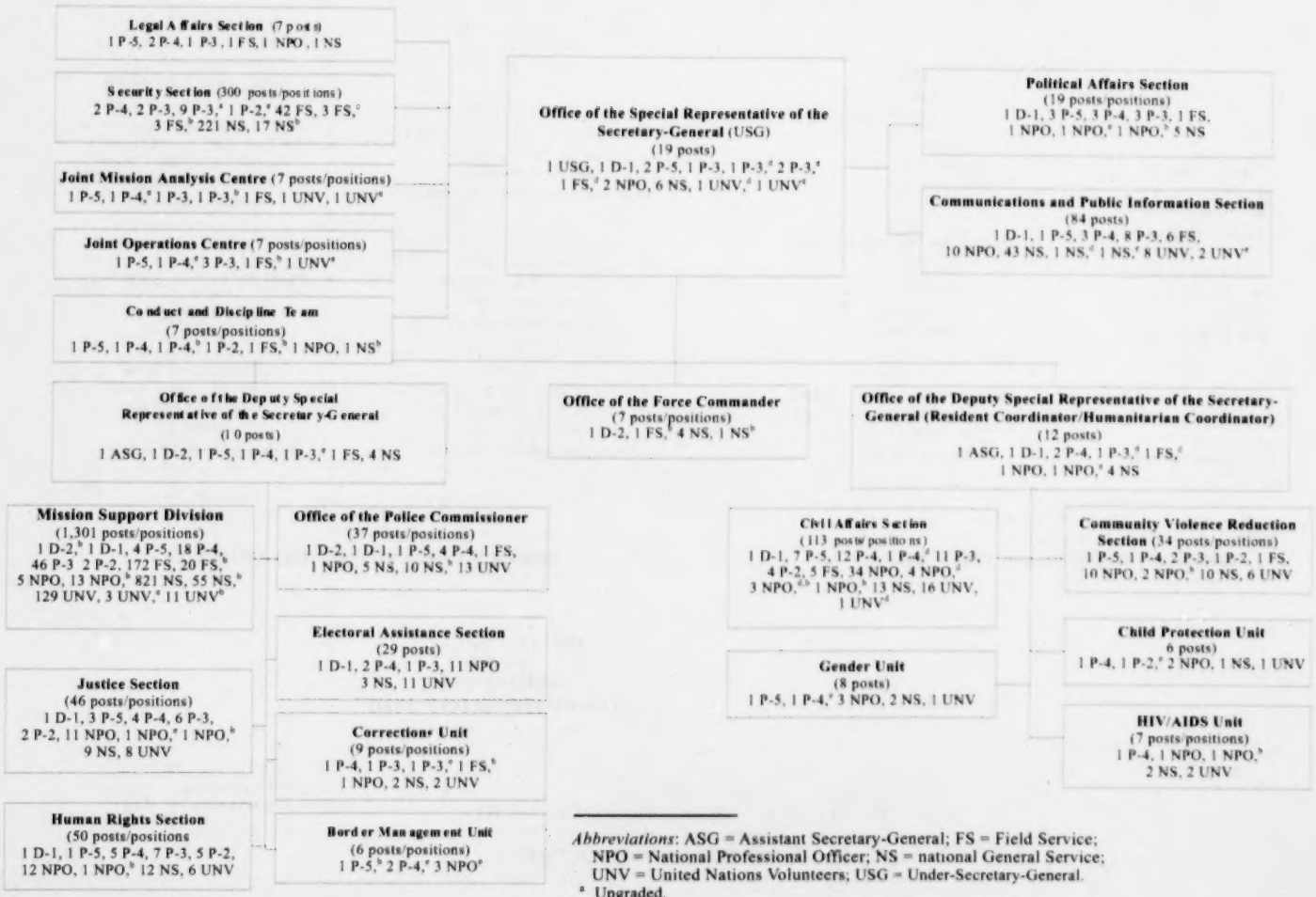
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

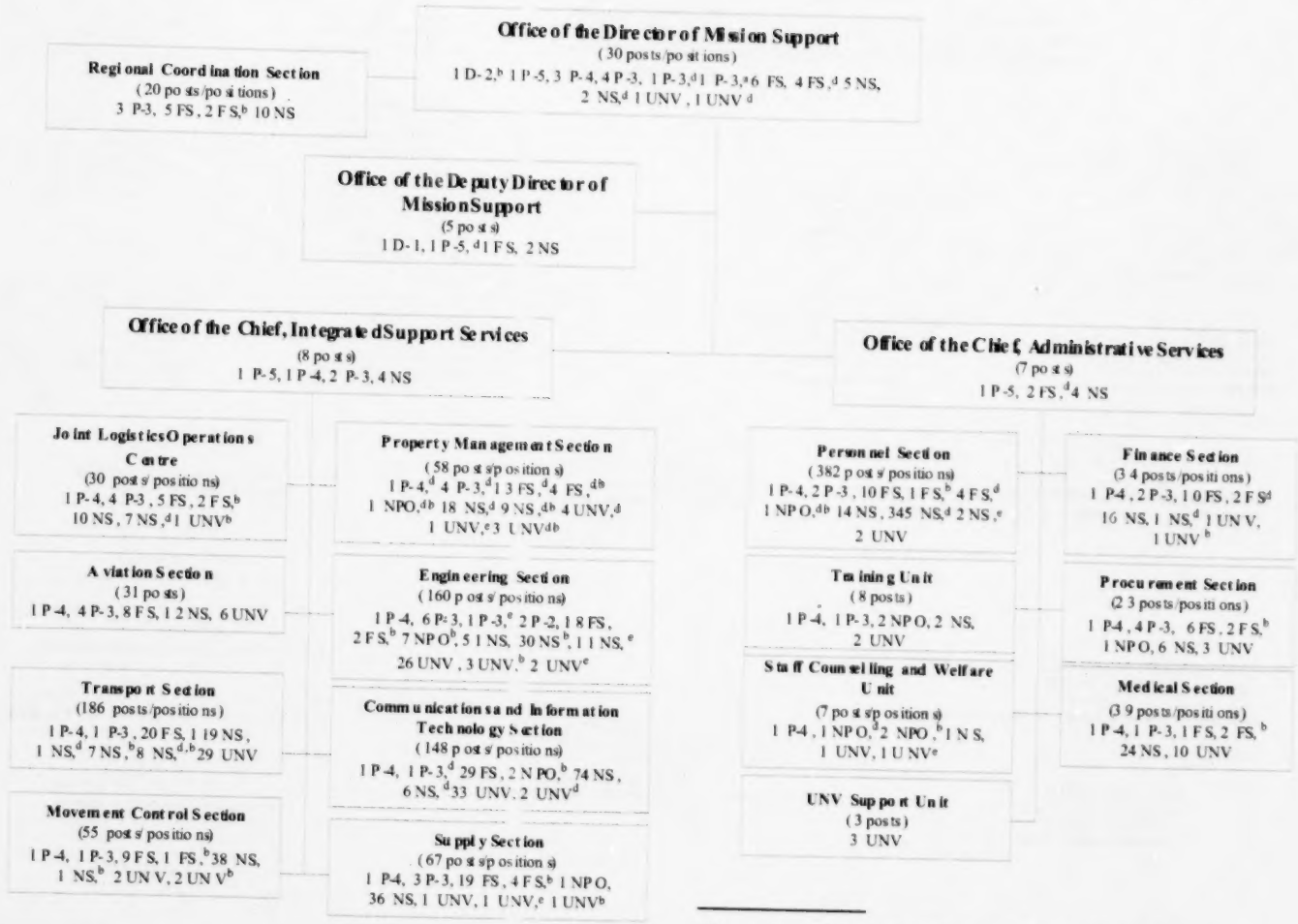
A. United Nations Stabilization Mission in Haiti


Legal Affairs Section (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NPO, 1 NS
Security Section (300 posts/positions)
2 P-4, 2 P-3, 9 P-3,[a] 1 P-2,[a] 42 FS, 3 FS,[c] 3 FS,[b] 221 NS, 17 NS[b]
Joint Mission Analysis Centre (7 posts/positions)
1 P-5, 1 P-4,[e] 1 P-3, 1 P-3,[b] 1 FS, 1 UNV, 1 UNV[e]
Joint Operations Centre (7 posts/positions)
1 P-5, 1 P-4,[e] 3 P-3, 1 FS,[b] 1 UNV[e]
Conduct and Discipline Team
(7 posts/positions)
1 P-5, 1 P-4, 1 P-4,[b] 1 P-2, 1 FS,[b] 1 NPO, 1 NS[b]
Office of the Special Representative of the Secretary-General (USG)
(19 posts)
1 USG, 1 D-1, 2 P-5, 1 P-3, 1 P-3,[e] 2 P-3,[e] 1 FS,[d] 2 NPO, 6 NS, 1 UNV,[d] 1 UNV[e]
Political Affairs Section
(19 posts/positions)
1 D-1, 3 P-5, 3 P-4, 3 P-3, 1 FS,
1 NPO, 1 NPO,[e] 1 NPO,[b] 5 NS
Communications and Public Information Section
(84 posts)
1 D-1, 1 P-5, 3 P-4, 8 P-3, 6 FS,
10 NPO, 43 NS, 1 NS,[c] 1 NS,[e] 8 UNV, 2 UNV[e]
Office of the Deputy Special Representative of the Secretary-General
(10 posts)
1 ASG, 1 D-2, 1 P-5, 1 P-4, 1 P-3,[e] 1 FS, 4 NS
Office of the Force Commander
(7 posts/positions)
1 D-2, 1 FS,[b] 4 NS, 1 NS[b]
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
(12 posts)
1 ASG, 1 D-1, 2 P-4, 1 P-3,[e] 1 FS,[c]
1 NPO, 1 NPO,[e] 4 NS
Mission Support Division
(1,301 posts/positions)
1 D-2,[b] 1 D-1, 4 P-5, 18 P-4,
46 P-3, 2 P-2, 172 FS, 20 FS,[b]
5 NPO, 13 NPO,[b] 821 NS, 55 NS,[b]
129 UNV, 3 UNV,[e] 11 UNV[e]
Office of the Police Commissioner
(37 posts/positions)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS,
1 NPO, 5 NS, 10 NS,[b] 13 UNV
Electoral Assistance Section
(29 posts)
1 D-1, 2 P-4, 1 P-3, 11 NPO
3 NS, 11 UNV
Justice Section
(46 posts/positions)
1 D-1, 3 P-5, 4 P-4, 6 P-3,
2 P-2, 11 NPO, 1 NPO,[e] 1 NPO,[b]
9 NS, 8 UNV
Corrections Unit
(9 posts/positions)
1 P-4, 1 P-3, 1 P-3,[e] 1 FS,[b]
1 NPO, 2 NS, 2 UNV
Human Rights Section
(50 posts/positions
1 D-1, 1 P-5, 5 P-4, 7 P-3, 5 P-2,
12 NPO, 1 NPO,[b] 12 NS, 6 UNV
Border Management Unit
(6 posts/positions)
1 P-5,[b] 2 P-4,[e] 3 NPO[e]
Civil Affairs Section
(113 posts/positions)
1 D-1, 7 P-5, 12 P-4, 1 P-4,[d] 11 P-3,
4 P-2, 5 FS, 34 NPO, 4 NPO,[d]
3 NPO,[d,b] 1 NPO,[b] 13 NS, 16 UNV,
1 UNV[d]
Gender Unit
(8 posts)
1 P-5, 1 P-4,[e] 3 NPO, 2 NS, 1 UNV
Community Violence Reduction Section (34 posts/positions)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS,
10 NPO, 2 NPO,[b] 10 NS, 6 UNV
Child Protection Unit
6 posts)
1 P-4, 1 P-2,[e] 2 NPO, 1 NS, 1 UNV
HIV/AIDS Unit
(7 posts/positions)
1 P-4, 1 NPO, 1 NPO,[b]
2 NS, 2 UNV

Abbreviations: ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteers; USG = Under-Secretary-General.

[a] Upgraded.
[b] Temporary position.
[c] Converted.
[d] Redeployed.
[e] Reassigned.

B. Mission Support Division


Office of the Director of Mission Support
(30 posts/positions)
1 D-2,[b] 1 P-5, 3 P-4, 4 P-3, 1 P-3,[d] 1 P-3,[a] 6 FS, 4 FS,[d] 5 NS, 2 NS,[d] 1 UNV, 1 UNV[d]
Regional Coordination Section
(20 posts/positions)
3 P-3, 5 FS, 2 FS,[b] 10 NS
Office of the Deputy Director of Mission Support
(5 posts)
1 D-1, 1 P-5,[d] 1 FS, 2 NS
Office of the Chief, Integrated Support Services
(8 posts)
1 P-5, 1 P-4, 2 P-3, 4 NS
Office of the Chief Administrative Services
(7 posts)
1 P-5, 2 FS,[d] 4 NS
Joint Logistics Operations Centre
(30 posts/positions)
1 P-4, 4 P-3, 5 FS, 2 FS,[b] 10 NS, 7 NS,[d] 1 UNV[b]
Property Management Section
(58 posts/positions)
1 P-4,[d] 4 P-3,[d] 13 FS,[d] 4 FS,[db] 1 NPO,[db] 18 NS,[d] 9 NS,[db] 4 UNV,[d] 1 UNV,[e] 3 UNV[db]
Personnel Section
(382 posts/positions)
1 P-4, 2 P-3, 10 FS, 1 FS,[b] 4 FS,[d] 1 NPO,[db] 14 NS, 345 NS,[d] 2 NS,[e] 2 UNV
Finance Section
(34 posts/positions)
1 P-4, 2 P-3, 10 FS, 2 FS[d] 16 NS, 1 NS,[d] 1 UNV, 1 UNV[b]
Aviation Section
(31 posts)
1 P-4, 4 P-3, 8 FS, 12 NS, 6 UNV
Engineering Section
(160 posts/positions)
1 P-4, 6 P-3, 1 P-3,[e] 2 P-2, 18 FS, 2 FS,[b] 7 NPO,[b] 51 NS, 30 NS,[b] 11 NS,[e] 26 UNV, 3 UNV,[b] 2 UNV[e]
Training Unit
(8 posts)
1 P-4, 1 P-3, 2 NPO, 2 NS, 2 UNV
Procurement Section
(23 posts/positions)
1 P-4, 4 P-3, 6 FS, 2 FS,[b] 1 NPO, 6 NS, 3 UNV
Transport Section
(186 posts/positions)
1 P-4, 1 P-3, 20 FS, 119 NS, 1 NS,[d] 7 NS,[b] 8 NS,[d,b] 29 UNV
Communications and Information Technology Section
(148 posts/positions)
1 P-4, 1 P-3,[d] 29 FS, 2 NPO,[b] 74 NS, 6 NS,[d] 33 UNV, 2 UNV[d]
Staff Counselling and Welfare Unit
(7 posts/positions)
1 P-4, 1 NPO,[d] 2 NPO,[b] 1 NS, 1 UNV, 1 UNV[e]
Medical Section
(39 posts/positions)
1 P-4, 1 P-3, 1 FS, 2 FS,[b] 24 NS, 10 UNV
Movement Control Section
(55 posts/positions)
1 P-4, 1 P-3, 9 FS, 1 FS,[b] 38 NS, 1 NS,[b] 2 UNV, 2 UNV[b]
Supply Section
(67 posts/positions)
1 P-4, 3 P-3, 19 FS, 4 FS,[b] 1 NPO, 36 NS, 1 UNV, 1 UNV,[e] 1 UNV[b]
UNV Support Unit
(3 posts)
3 UNV

Abbreviations: ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteers; USG = Under-Secretary-General.

[a] Upgraded.

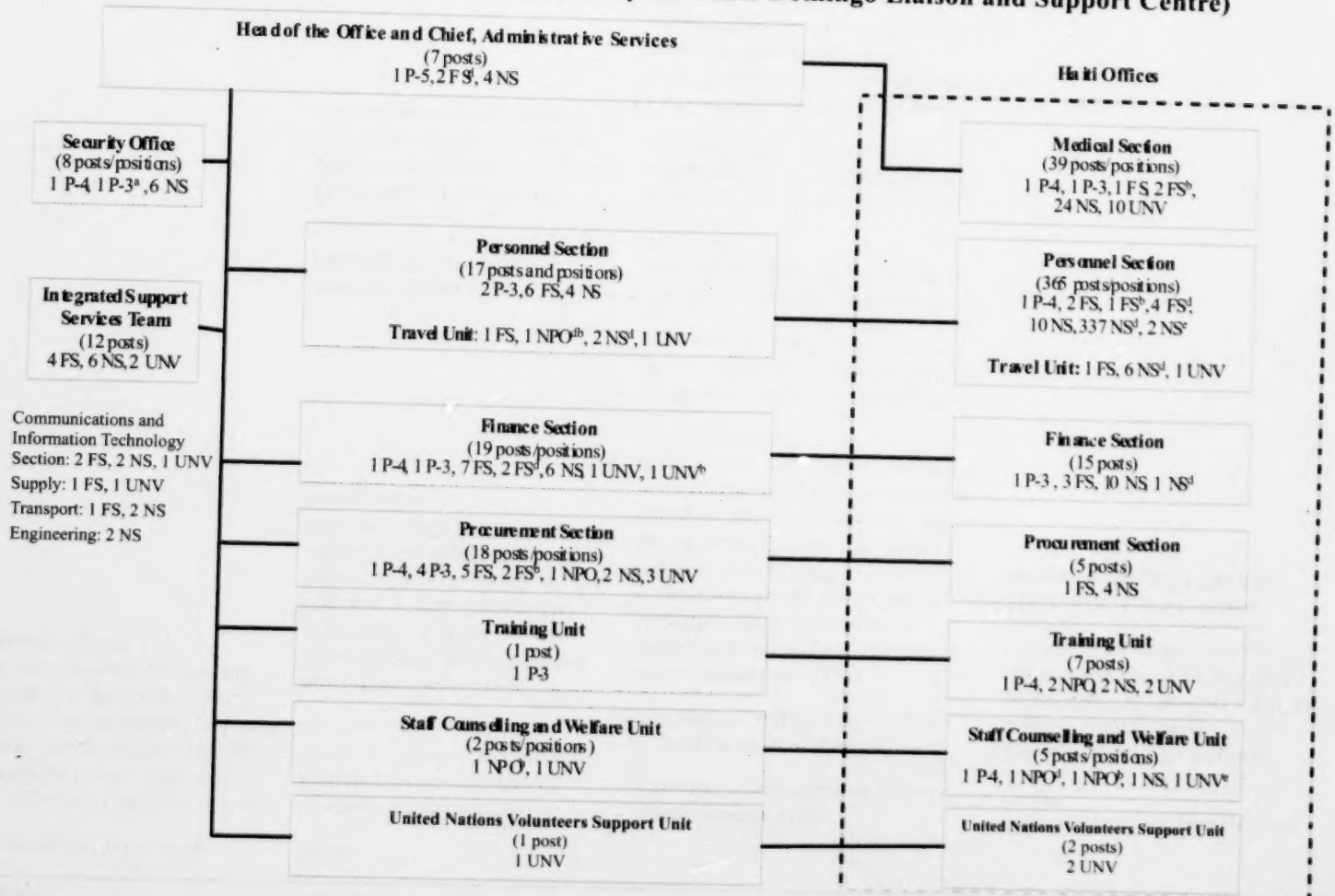
[b] Temporary position.

[c] Converted.

[d] Redeployed.

[e] Reassigned.

C. Santo Domingo Support Office (formerly the Santo Domingo Liaison and Support Centre)


Head of the Office and Chief, Administrative Services
(7 posts)
1 P-5, 2 FS[d], 4 NS
Security Office
(8 posts/positions)
1 P-4, 1 P-3[a], 6 NS
Integrated Support Services Team
(12 posts)
4 FS, 6 NS, 2 UNV
Communications and Information Technology Section: 2 FS, 2 NS, 1 UNV
Supply: 1 FS, 1 UNV
Transport: 1 FS, 2 NS
Engineering: 2 NS
Personnel Section
(17 posts and positions)
2 P-3, 6 FS, 4 NS
Travel Unit: 1 FS, 1 NPO[db], 2 NS[d], 1 UNV
Finance Section
(19 posts/positions)
1 P-4, 1 P-3, 7 FS, 2 FS[d], 6 NS, 1 UNV, 1 UNV[b]
Procurement Section
(18 posts/positions)
1 P-4, 4 P-3, 5 FS, 2 FS[b], 1 NPO, 2 NS, 3 UNV
Training Unit
(1 post)
1 P-3
Staff Counselling and Welfare Unit
(2 posts/positions)
1 NPO[c], 1 UNV
United Nations Volunteers Support Unit
(1 post)
1 UNV
Haiti Offices
Medical Section
(39 posts/positions)
1 P-4, 1 P-3, 1 FS, 2 FS[b], 24 NS, 10 UNV
Personnel Section
(36[e] posts/positions)
1 P-4, 2 FS, 1 FS[b], 4 FS[d], 10 NS, 33[e] 7 NS[d], 2 NS[e]
Travel Unit: 1 FS, 6 NS[d], 1 UNV
Finance Section
(15 posts)
1 P-3, 3 FS, 10 NS, 1 NS[d]
Procurement Section
(5 posts)
1 FS, 4 NS
Training Unit
(7 posts)
1 P-4, 2 NPO, 2 NS, 2 UNV
Staff Counselling and Welfare Unit
(5 posts/positions)
1 P-4, 1 NPO[d], 1 NPO[b], 1 NS, 1 UNV[e]
United Nations Volunteers Support Unit
(2 posts)
2 UNV

Abbreviations: ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteers; USG = Under-Secretary-General.

[a] Upgraded.
[b] Temporary position.
[c] Converted.
[d] Redeployed.
[e] Reassigned.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Institutional rebuilding	*Justice*		
Strengthen the capacity of State institutions to provide police, justice and public administration services at the national and local levels, with particular regard to services for the displaced and vulnerable groups	Provisional infrastructure is available for the Ministry of Justice and Public Security and for the courts	• Implementation of 60 construction/rehabilitation projects • 20 newly trained magistrates appointed as judges or prosecutors	• Lead: MINUSTAH (Justice) and UNDP • Partners: MINUSTAH (Human Rights, Gender, United Nations police, Child Protection), UNICEF, the Ministry of Justice and Public Security, Magistrate's School • Mechanism: United Nations integrated strategic framework
	Strengthened capacity of the justice system, including better understanding of the judicial response to sexual and gender-based violence, legal issues related to the exploitation of children, and HIV/AIDS and human rights	• A plan for reinforcing the functioning and internal rules of the Magistrate's School defined in accordance with the provisions of the three laws of 2007 concerning the reform of the judiciary, which will allow the School to undertake more systematic continuous training of procurers, investigative judges and clerks of court • Performance metrics on the number of modules produced and the number of trainers for the School	
	Access to justice is improved, including for juveniles	• 250 Haitian National Police and magistrates trained on investigative techniques	
	Functioning of the judicial system is improved by increasing the number of hearings and the rationalization of the registry	• Data on violence (including gender disaggregation) is available and is provided to the judiciary • Drafts of legal reforms are submitted to the Parliament (e.g. penal code and penal procedure code, with due consideration given to juvenile justice)	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Corrections		
	Increased capacity of the Directorate of Prison Administration to operate an efficient national prison system and improved penitentiary infrastructure based on international human rights standards	• Cell space is increased by 10 per cent overall, compared with 3,730 m^2 in 2011 • Refresher training provided to registrars and initial training to newly appointed registrars • 30-50 new Directorate of Prison Administration recruits are trained (initial training including rules of conduct), and deployed • Decrease in the number of minors detained in adult prisons compared to 2011(100 minors in detention in 2011) • Increase in the percentage of detentions that are accurately recorded in the National Penitentiary Database compared to 2011 (60 per cent)	• Lead: MINUSTAH (Corrections) and UNDP • Partners: MINUSTAH (Justice and Child Protection), UNICEF, the Ministry of Justice and Public Security, the Directorate of Prison Administration • Mechanism: United Nations integrated strategic framework
	Police		
	Increased awareness of domestic violence, sexual and gender-based violence, HIV/AIDS and child protection issues, including trafficking of children, by the Haitian National Police, the Brigade for the Protection of Minors, immigration officers and community-based organizations	• Haitian National Police and community-based organizations in six camps for internally displaced persons of Port-au-Prince and every department are increasingly aware of domestic violence, sexual and gender-based violence, HIV/AIDS and child protection issues through specialized trainings and sensitization sessions covering each of these issues	• Lead: United Nations police • Partners: MINUSTAH (Human Rights, Gender, Child Protection, HIV/AIDS), UNICEF, IOM, UN-Women, Haitian National Police • Mechanism: United Nations integrated strategic framework

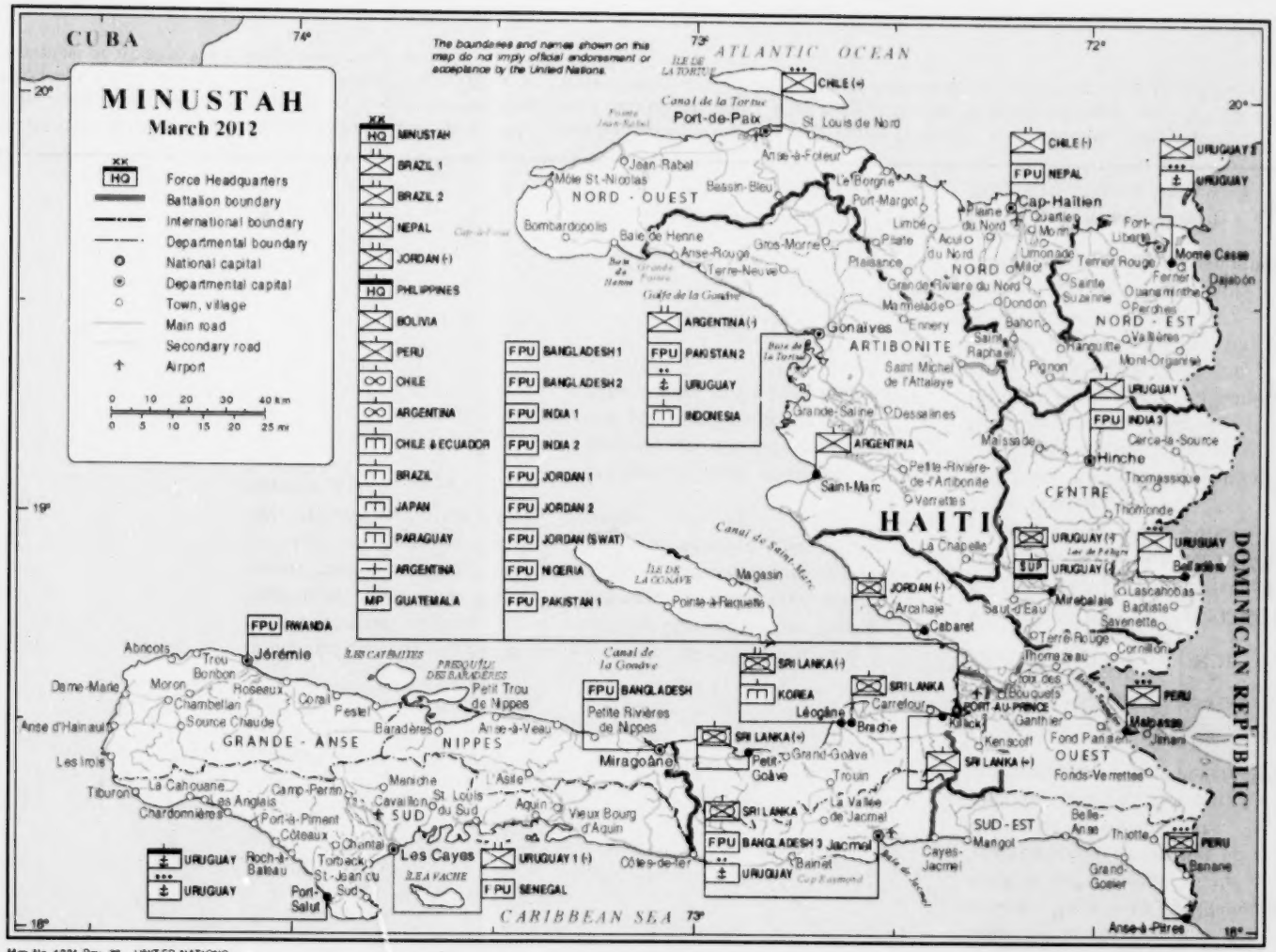
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Brigade for the Protection of Minors structures (offices, communications and database) are in place in at least 5 departments, including camps and 5 border areas, and 125 Brigade for the Protection of Minors Officers receive specialized training, including in investigative techniques	
	Public administration		
	Increased role and capacity of the delegations, vice-delegations and municipalities in participatory planning, budgeting and monitoring in order to provide basic services, reduce vulnerabilities and protect the population, including the local management of the return and resettlement process for internally displaced persons	• Capacities of 10 communes (West department: Port-au-Prince metropolitan area, Artibonite: Saint-Marc, and South-East department: Jacmel) to plan, coordinate and monitor reconstruction activities and local development in their jurisdictions are strengthened through the establishment of 10 municipal resource centres, and the related municipal staff is trained in key skills related to reconstruction coordination and management, and urban planning and development • Municipal reconstruction and strategic plans are prepared and approved in 10 communes (West department: Port-au-Prince metropolitan area, Artibonite: Saint-Marc and South-East department: Jacmel)	• Lead: MINUSTAH (Civil Affairs) and UN-Habitat • Partners: UNDP, IOM, Ministry of the Interior, Territorial Collectivities and National Defence • Mechanism: United Nations integrated strategic framework
	Border management		
	Cross-border traffic between the Dominican Republic and Haiti is more efficiently processed	• The Government of Haiti adopts the draft "Haitian Plan for Integrated Border Management", and an "official mechanism" is established to develop and coordinate a national level border management strategy	• Lead: MINUSTAH (Border Management) • Partners: MINUSTAH (Child Protection, United Nations police), UNICEF, IOM, Haitian border authorities (Immigration, Customs

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Bilateral agreement on cross-border trafficking of children and women between the Dominican Republic and Haiti drafted and submitted for approval • Increase in the number of children screened at border crossing points and international airports with standing police presence of the Brigade for the Protection of Minors of the Haitian National Police to prevent cases of child trafficking (2009/10: 6,000 children screened; 2010/11: 17,000 children screened)	and Police), Ministry of Economy and Finance, Ministry of the Interior, Territorial Collectivities and National Defence, Ministry of Justice and Public Security, Ministry of Agriculture, Ministry of Health, Ministry of Social Affairs and Labour, Prime Minister's Office • Mechanism: United Nations integrated strategic framework
Territorial rebuilding Strengthen the capacity of local and national governments to mitigate and respond to disasters; plan and manage return and resettlement of the affected population, including debris management; and to develop territorial plans based on population analysis	*Disaster risk reduction* Strengthened capacity of local institutions for disaster risk management through reinforcing policies and tools and ensuring their inclusion across sectors and into local development plans, including through early warning systems	• The national natural disaster risk reduction strategy is updated and implemented based upon current knowledge of disaster risks and past experience • The Legal Framework for Disaster Risk Management is updated	• Lead: UNDP • Partners: the Office for the Coordination of Humanitarian Affairs, MINUSTAH (Civil Affairs), IOM, WFP, the Pan American Health Organization-WHO, UNICEF, UNESCO,UNOPS, the Ministry of the Interior, Territorial Collectivities and National Defence, the Ministry of Planning and External Cooperation, the Maritime and Navigation Service of Haiti, the Bureau of Mines and Energy of Haiti • Mechanism: United Nations integrated strategic framework and the consolidated appeals process

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Debris		
	Definition of a debris removal strategy, including identification and clearance of central collection/recycling sites for the main regions of debris concentration, community involvement/employment, definition of the recycling process, assessment of the environmental impact, identification of funding resources and definition of a legal framework for ownership	• A national debris removal and management strategy is agreed upon and its implementation is started	• Lead: UNDP • Partners: MINUSTAH, IOM, UNOPS, UN-Habitat, WFP, UNEP, the Office for the Coordination of Humanitarian Affairs, the President's Commission on Relocation, the Prime Minister's Office, the Ministry of Planning and External Cooperation, the Ministry of Public Works, Transportation and Communications, the Ministry of the Interior, Territorial Collectivities and National Defence, local governments and the Interministerial Committee for Territorial Management • Mechanism: United Nations integrated strategic framework
	Territorial development and resettlement		
	Enhanced capacity of central and local authorities to define, programme, implement and monitor a return and resettlement strategy	• A total of 50,000 yellow houses are repaired under United Nations coordination • As encouraged by Security Council resolution 1927 (2010), provide logistical support to the Government of Haiti through the installation of prefabs and delivery of office equipment to build the capacity of rule of law institutions and speed up the implementation of the Government's resettlement strategy	• Lead: UN-Habitat • Partners: MINUSTAH, IOM, UNDP, WFP, the Office for the Coordination of Humanitarian Affairs, UNICEF, the Pan American Health Organization-WHO, ILO, UN-Women, UNFPA, UNOPS, the President's Office, the Prime Minister's Office, the Ministry of Public Works, Transportation and Communications, the Ministry of

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			the Interior, Territorial Collectivities and National Defence, the Ministry of Planning and External Cooperation, the Interministerial Committee for Territorial Management, the National Centre for Geospatial Information, and local governments • Mechanism: United Nations integrated strategic framework
	Enhanced capacity of central and local authorities to plan, implement and manage the reconstruction and territorial development strategies and to deliver basic services in all departments	• Urban development plans are finalized for the Port-au-Prince metropolitan urban area, other cities directly affected by the earthquake and some selected development poles • At least 20 water, sanitation, and hygiene facilities are constructed and public infrastructure rehabilitated in the neighbourhoods of return	• Lead: UN-Habitat and UNDP • Partners: MINUSTAH, IOM, WFP, UNESCO, UNOPS, the President's Office, the Prime Minister's Office, the Ministry of Public Works, Transportation and Communications, the Ministry of the Interior, Territorial Collectivities and National Defence, the Ministry of Planning and External Cooperation, the Interministerial Committee for Territorial Management, the National Centre for Geospatial Information, and local governments • Mechanism: United Nations integrated strategic framework

Abbreviations: IOM, International Organization for Migration; UNDP, United Nations Development Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme.


MINUSTAH
March 2012
Force Headquarters
Battalion boundary
International boundary
Departmental boundary
National capital
Departmental capital
Town, village
Main road
Secondary road
Airport
0 10 20 30 40 km
0 5 10 15 20 25 mi
The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.
CUBA
ATLANTIC OCEAN
CARIBBEAN SEA
HAITI
DOMINICAN REPUBLIC
NORD - OUEST
NORD
NORD - EST
ARTIBONITE
CENTRE
OUEST
SUD
GRANDE - ANSE
NIPPES
SUD - EST
Port-de-Paix
Cap-Haïtien
Gonaïves
Hinche
Jérémie
Les Cayes
Miragoâne
Jacmel
Port-au-Prince
Canal de la Tortue
Canal de la Gonâve
Canal de Saint-Marc
Golfe de la Gonâve
Baie de Henne
Baie de la Tortue
Baie de Jacmel
Cap Dame Marie
Cap Rosalie
Cap Dauphin
Cap Raymond
Pointe Jean Rabel
Pointe Grande Piaure
Pointe Jean Jacques
Pointe Jean Gilles
Pointe Jean Denis
Pointe Jean Francois
Pointe Jean Louis
Pointe Jean Marie
Pointe Jean Baptiste
Pointe Jean Pierre
Pointe Jean Paul
Pointe Jean Claude
Pointe Jean Michel
Pointe Jean Philippe
Pointe Jean Luc
Pointe Jean Marc
Pointe Jean Yves
Pointe Jean Eric
Pointe Jean Christophe
Pointe Jean Sebastien
Pointe Jean Alexandre
Pointe Jean Nicolas
Pointe Jean Antoine
Pointe Jean Baptiste
Pointe Jean Pierre
Pointe Jean Paul
Pointe Jean Claude
Pointe Jean Michel
Pointe Jean Philippe
Pointe Jean Luc
Pointe Jean Marc
Pointe Jean Yves
Pointe Jean Eric
Pointe Jean Christophe
Pointe Jean Sebastien
Pointe Jean Alexandre
Pointe Jean Nicolas
Pointe Jean Antoine
HQ MINUSTAH
BRAZIL 1
BRAZIL 2
NEPAL
JORDAN (-)
HQ PHILIPPINES
BOLIVIA
PERU
CHILE
ARGENTINA
CHILE & ECUADOR
BRAZIL
JAPAN
PARAGUAY
ARGENTINA
MP GUATEMALA
FPU BANGLADESH 1
FPU BANGLADESH 2
FPU INDIA 1
FPU INDIA 2
FPU JORDAN 1
FPU JORDAN 2
FPU JORDAN (SWAT)
FPU NIGERIA
FPU PAKISTAN 1
ARGENTINA (-)
FPU PAKISTAN 2
URUGUAY
INDONESIA
CHILE (-)
FPU NEPAL
URUGUAY II
URUGUAY
FPU INDIA 3
ARGENTINA
URUGUAY (-)
URUGUAY
SUP URUGUAY (-)
JORDAN (-)
SRI LANKA (-)
KOREA
SRI LANKA
SRI LANKA (+)
SRI LANKA (+)
SRI LANKA
FPU BANGLADESH 3
URUGUAY
PERU
PERU
FPU RWANDA
URUGUAY
URUGUAY
FPU BANGLADESH
URUGUAY 1 (-)
FPU SENEGAL
Abricots
Jérémie
Dame-Marie
Anse d'Hainault
Les Irois
Tiburon
Chardonnières
Port-à-Piment
Roche-à-Bateau
Port-Salut
Les Anglais
La Cahouane
Camp-Perrin
Torbeck
St-Jean du Sud
Chantal
Côteaux
Cavaillon
Maniche
St Louis du Sud
L'Asile
Aquin
Vieux Bourg d'Aquin
Côtes-de-fer
Bainet
Petite Rivière de Nippes
Petit Trou de Nippes
Anse-à-Veau
Baradères
Pestel
Coral
Roseaux
Bonbon
Trou
Moron
Chambellan
Source Chaude
Petite Goâve
Grand-Goâve
Léogâne
Carrefour
Bracke
Killick
Kenscoff
Ganthier
Fond Parisien
Fonds-Verrettes
Jérémie
Belle-Anse
Thiotte
Grand-Gosier
Anse-à-Pitres
Mangot
Cayes-Jacmel
La Vallée de Jacmel
Petite-Rivière-de-l'Artibonite
Saint-Marc
Gonaïves
Port-de-Paix
Saint Louis de Nord
Anse-à-Foleur
Môle St-Nicolas
Jean Rabel
Bassin-Bleu
Le Borgne
Port-Margot
Bombardopolis
Baie de Henne
Anse-Rouge
Gros-Morne
Terre-Neuve
Plaisance
Pilate
Limbé
Acul du Nord
Plaine du Nord
Quartier Morin
Limonade
Milot
Terrier Rouge
Fort-Liberté
Ferrier
Dondon
Grande Rivière du Nord
Sainte Suzanne
Perches
Ouanaminthe
Ferrier
Mombin Crochu
Marmelade
Ennery
Bahon
Saint Raphaël
Vallières
Mont-Organisé
Pignon
Saint Michel de l'Attalaye
Grande-Saline
Dessalines
Verrettes
Petite-Rivière-de-l'Artibonite
Massade
Cerca-la-Source
Thomassique
Thomonde
Mirebalais
Saut-d'Eau
Lascahobas
Baptiste
Savanette
Cornillon
Terre-Rouge
Thomazeau
Croix des Bouquets
Port-au-Prince
Carrefour
Léogâne
Bracke
Petite Goâve
Grand-Goâve
Trouin
Jacmel
Cayes-Jacmel
Bainet
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Vieux Bourg d'Aquin
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Les Cayes
Petite Rivière de Nippes
Miragoâne
Petit Trou de Nippes
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Pestel
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Bonbon
Trou
Moron
Chambellan
Source Chaude
Dame-Marie
Anse d'Hainault
Les Irois
Tiburon
Chardonnières
Port-à-Piment
Roche-à-Bateau
Port-Salut
Abricots
Jérémie
Magasin
Pointe-à-Raquette
Arcahaie
Cabaret
La Chapelle
Saut-d'Eau
Mirebalais
Lascahobas
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